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Hispanic BUSINESS®

LEADERSHIP

100 INFLUENTIALS

Congressman
Esteban
Torres

HispanicBUSINESS

The magazine for growth companies and ladder-oriented professionals

November 1990 Volume 12, Number 11

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Angel Echevarria makes the patented Somma flotation mattress.

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DIRECTLINE

FEBRUARY
EW YORK N.

Leadership, issues, influence, communications: there you have critical code words signifying the process of social and political change. Add time, ultimately the great shaper of change.

At this magazine, we have observed some remarkable changes since we first began to publish an annual account of 100 influential Hispanics in 1983.

The initial idea was not only to identify prominent achievers but also to plumb their opinion on a variety of subjects. We wanted to prove a point—that there exists a broad degree of agreement and consensus among educated persons of Hispanic descent on a variety of public issues in the United States. We wanted to suggest that despite wide ranging differences in national origin backgrounds, U.S. Hispanics held together as a national group on a variety of important issues.

History has proven the editorial assumption behind this month's cover story to have been correct. That's true today more than ever. Of course regional and national origin differences matter. Thank God they do. Which is precisely what makes the U.S. Hispanic scenario so competitively exciting at the beginning of the 1990s.

We started editing a 100 Influentials issue eight years ago. Well over 20 years ago the editor of this magazine first ran into the man who graces this month's cover, Esteban Torres. I can't precisely fix the year, but the occasion was in the 1960s at an academic gathering in Los Angeles. It was a meeting of the American Political Science Association.

I was a graduate student at the University of California in Los Angeles, and friends in PoliSci asked me to come along downtown to the Biltmore Hotel to see and hear a session on Mexican American Politics. Dick Maullin was there and so was Bob Aragon, Juan Gomez Quinones, and perhaps Arturo Madrid. The leader of the session was Esteban Torres. At the time he was still a union official, and, I believe, deeply involved with putting together TELACU.

Some of the qualities of leadership which have since distinguished him to a wider international and national audience were much in evidence then. His ability to crystallize information into ideas, the persuasive style of his delivery, the physical presence, confidence, and disposition towards action.

Today Esteban Torres is a congressman representing California's 34th District, which is just east of Los Angeles, where he grew up. In Congress he chairs the Small Business Committee's Subcommittee on Environment and Labor, and is one of the majority party's whips. This gives him tremendous national clout. He makes good use of his high visibility on behalf of emerging companies.

Congressman Torres is one of an all too small number of leaders who acts as a representative of national rather than narrow district interests. It struck us on the editorial board of HISPANIC BUSINESS that in 1990 his national leadership has reached one of its highest points.

The leadership role that Esteban Torres will play in the 1990s is also at a crossroads. This influential leader has been giving much thought to leaving Congress. For the full story of where Esteban Torres has been and where he is going, see Rick Mendosa's article "Working in the House."

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COVER story

100 IN

Hispanic leaders address the most controversial questions of the year.

Lauro Cavazos
Secretary of Education
Department of Education
Washington, DC

Nitza M. Cintron
Chief, Biomedical Operns./Res. Br.
NASA
Houston, TX

Selecting the top 100 Influential Hispanics gets harder every year. But we're not complaining, because the problem is simply that the number of influential Hispanics is growing so rapidly. Fortunately the Editorial Board of **Hispanic Business** was assisted by numerous nominations of candidates from all walks of life, throughout the United States.

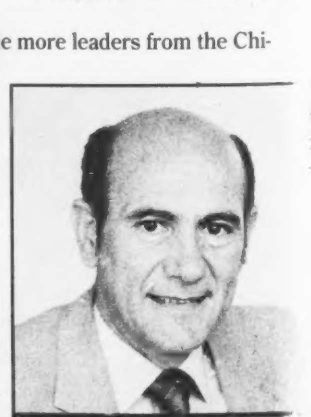
By design, not all of the Influentials are household names like Cavazos, Lujan, or Torres. Many are included precisely because they have had less national recognition than they deserve. Other influentials are rising stars who can be expected to burst upon the scene in years to come.

Antonia Novello, M.D.
Surgeon General
Washington, DC

Henry B. Gonzalez
Chair, Banking Committee
Member of Congress (D-TX)
Washington, DC

Our Influentials for 1990 include more leaders from the Chicago area than in years past, simply because we learned more about them while preparing our "Focus on Chicago" issue for May. Certainly they have been underrepresented, considering that one in five Chicagoans is Hispanic. More attorneys appear this year too, again because our July focus on the legal profession brought more of them to public notice.

But who is the *most* influential Hispanic this year? To find out we asked each of the 100 to pick three national leaders whom they feel would fit this description. Secretary of Education Lauro Cavazos—the first Hispanic named to a Cabinet-level position—got by



Pedro Cuatrecasas
Pres., Pharm. Res. Div.
Warner-Lambert Co.
Ann Arbor, MI

FLUENTIALS

Rebecca Vigil-Giron
Secretary of State
State of New Mexico
Albuquerque, NM

William R. Anton
Superintendent
L.A. Unified School District
Los Angeles, CA

Modesto A. Maidique
President
Florida International University
Miami, FL

E. (Kika) de la Garza
Chair, Agriculture Committee
Member of Congress (D-TX)
Washington, DC

far the most votes, 36 percent.

Obviously these Influentials don't buy the anti-Cavazos campaign that seems to excite much of the media. Regular predictions of his political demise are clearly unfounded if the opinions of the Hispanic community's leaders are any measure. If anything, his emphasis on the need for Hispanic parents to provide for their children's education seems to have helped him to win the approval of this group.

Another top pick was Representative Henry B. Gonzalez (Democrat-Texas), chair of the House Banking, Finance, and Urban Affairs Committee. Representative Gonzalez has gained increasingly favorable exposure during the past year for his deft handling of the ugly savings and loan hearings. His fellow Influentials gave him 25 percent of their votes. Secretary of the Interior Manuel Lujan garnered 24 percent, New York City schools Chancellor Joseph A. Fernandez got 19 percent, and Surgeon General Antonia Novello and Congressman Esteban Torres (Democrat-California) tied with 17 percent of the vote each.

Congressman Torres, who has the honor of being named to the Influentials list more often than anyone else, is featured on this month's cover as well as in a separate article.

We also wanted to know which Hispanic organization these leaders think has the most influence in the country today. By a wide margin they named the Mexican American Legal Defense and Educational Fund (MALDEF). One of the Influentials, Frank Herrera—a senior partner in the law firm of Herrera, Vega & Rocha in San Antonio—also happens to be the MALDEF chair.

The Influentials themselves are, of course, a group with diverse national origins. The largest number, 47 percent, are of Mexican descent. That is no surprise given the predominance of Mexican-Americans in the

Oscar Hijuelos
Writer
1990 Pulitzer Prize winner
New York, NY

Does Japan's increasing economic power and presence in this country represent a major challenge?

"We are aiding and abetting in our own demise."

—Fern Espino

Fern Espino
Dean of Student Development
GMI Engineering & Management Institute
Flint, MI

100 INFLUENTIALS

Does Latin American drug trafficking color people's views of U.S. Hispanics?

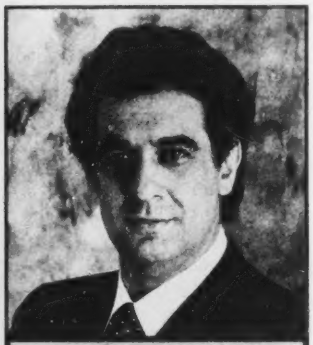
"Negative perceptions of Hispanics in Florida are almost always related to drug trafficking."

—Tessa Martinez Tagle

Tessa Martinez Tagle
Ch. Admin. Officer
Med. Center, Miami-Dade Comm. College
Miami, FL

U.S. Hispanic community. What is noteworthy, however, is that Cuban-Americans are represented in much greater numbers than their share of the community (5.3 percent) would indicate. Twenty-five percent of the group trace their families to Cuba, a substantial increase from 16 percent last year.

This group of Influentials is an extremely well educated one, even slightly more educated than last year's group. A full 95 percent are college graduates, and 62 percent have one or more postgraduate degrees. This may explain why, when asked to allocate a hypothetical budget to various social issues, the item they funded most generously was education. In the words of Tessa Martinez Tagle, chief administrative officer of the Miami-Dade Community College Medical Center, "We in community colleges have many fascinating stories to tell about how degrees have changed generations of failure into generations of self-sufficiency."



Placido Domingo
Opera Singer
Metropolitan Opera
New York, NY

Fame and recognition are all very nice, but they won't buy you a new house or a Mercedes. Fortunately for the Influentials, monetary rewards have accompanied their rise—so much so that 63 percent report annual income of more than $100,000. Another 23 percent earn between $50,000 and $99,000.

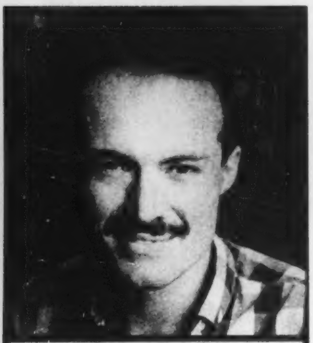
The Influentials are pretty much alike in another respect, too. That is their political orientation, which tends toward the center of the spectrum. Not one is a self-described "radical," and only 11 consider themselves "liberal." Most—44—are "moderate." "Progressives" number 20 and "conservatives" 17.

As important as the Spanish language is to the Hispanic consciousness, in the workplace Spanish is clearly taking a back seat to English. Only 1 percent of the Influentials say they use Spanish alone at work. Rather, 36 percent use both languages, and an overwhelming 63 percent work in English only. At home there is greater emphasis on speaking Spanish. There, 52 percent use both languages, 17 percent use only Spanish, and 31 percent use only English.

The most important difference in our report on the Influentials this year is the tough, controversial questions that we lobbed their way. Based on their many comments to us, these issues generated heated debate in many homes and offices.

Several of today's burning foreign policy questions, for example,

Jose A. Cabranes
District Judge-Connecticut
U.S. District Court
New Haven, CT



C. Estuardo Aguilar-Cordova, M.D.
Dept. of Pathology
Baylor College of Medicine
Houston, TX

Tom Tellez
Coach Men's Team
1991 World Track and Field
Houston, TX

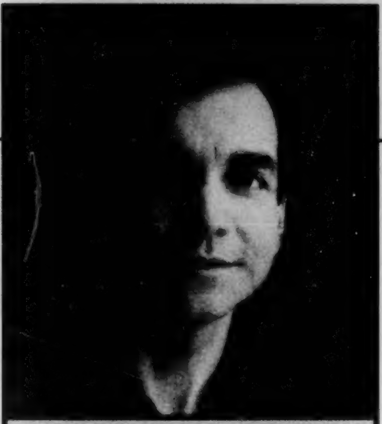
Shiree Sanchez
Assoc. Dir., Public Liaison
The White House
Washington, DC

Fernando Bujones
Ballet Dancer
Boston Ballet Theater
Boston, MA

Has the Salinas Administration in Mexico made real economic progress?

"Salinas is one of the strongest leaders the Western Hemisphere has had since John F. Kennedy."

—George Munoz

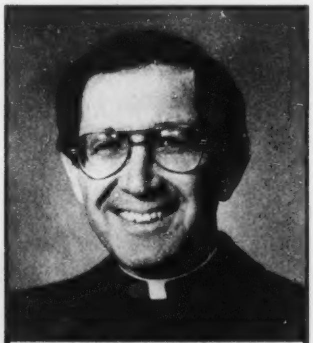


George Munoz
Managing Partner
George Munoz & Assoc.
Chicago, IL

have special significance for the U.S. Hispanic community. Our survey asked the Influentials to agree or disagree on the following provocative statements (which are not intended to reflect the magazine's opinions) about ***International Issues:***

"The Salinas administration in Mexico has made real progress on the economic front." The degree to which Mexico's President Carlos Salinas de Gortari will succeed matters to many Hispanics—and an overwhelming majority of the Influentials, almost 80 percent, applaud his economic reforms.

Typical of the positive support that President Salinas has in the U.S. Hispanic community is a statement by Hector Gutierrez, Jr., the general manager of all regional sales for Southwestern Bell Telephone Company. "He will be the best president in 50 years," Mr. Gutierrez says. "His reaching out to U.S. investors will help the country immensely." Los Angeles attorney Manuel Hidalgo expresses the minority view, saying, "Mr. Salinas has invited foreign investment to buy whatever is left of Mexico and its people."



Rev. Robert F. Sanchez
Archbishop of Santa Fe
Archdiocese of Santa Fe
Albuquerque, NM

"With the collapse of communism, Fidel Castro's days are numbered—A democratic Cuba is on the horizon. Who will rule?" Judging by this group, Hispanics are more divided on this subject than any other we raised. While 60 percent agree Castro is on his way out, 40 percent do not think so.

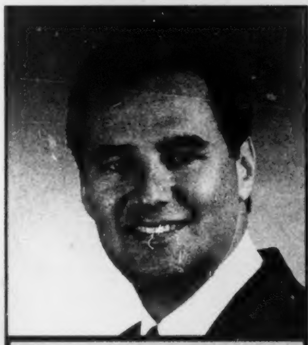
The secondary question of who would succeed Castro elicited a wide variety of responses. Some of the 100 were quite negative, like Chicago attorney George Munoz, who sees "not much hope of a pure democratic ruler." And Eduardo Aguirre, a senior vice president of NCNB Texas National Bank in Houston, sees no hope for any agreement among "the Russians, Cuban-Americans, Cuba's political infrastructure, and the long oppressed people in Cuba." What's more, he argues, "The economic, political, and functional infrastructure is so atrophied now that the need for human and financial investment is really beyond comprehension."

Others, like Luis de la Garza, vice president-corporate relations of Valero Energy Corporation in San Antonio, look to Florida for Cuba's salvation. A large number of Cubans in Florida would be happy to return to Cuba and lead it as a western-style democracy, he believes. "With 30 years of experience in the United States and

Cindy Villarreal
Miss Texas-World
Irving, TX

Maria Trujillo
Award winning marathon runner
Olympic contender
Scottsdale, AZ

Bernardo M. Garcia
Nat'l Pres., Law Student Div.
Hispanic Nat'l Bar Assoc.
Mishawaka, IN



A. David Jimenez, M.D.
President/CEO
Hialeah Hospital
Hialeah, FL

David Cerda
Justice of the Appellate Court
State of Illinois
Chicago, IL

Has the Salinas Administration in Mexico made real economic progress?

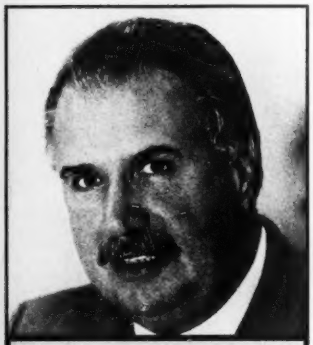
"Mr. Salinas has invited foreign investment to buy whatever is left of Mexico and its people."
—Manuel Hidalgo

Manuel Hidalgo
Attorney at Law
Law Offices of Manuel Hidalgo
Los Angeles, CA

strong ties to Miami, these new leaders could eventually rebuild Cuba as a full member of the western world."

"The democratic surge in Eastern Europe could diminish Bush's potential economic focus on Latin America." On this statement the Influentials are almost as divided as they are on Cuba. Sixty-four percent agreed that Latin America might get shorter shrift; while 36 percent don't see that as a downside result of the current emphasis on Eastern Europe.

Mr. de la Garza is one of those concerned about a decreasing emphasis on Latin America. "Both the democratic surge in Eastern Europe and the threat of war in the Middle East could divert much of Bush's attention from Latin America, Mr. de la Garza maintains. In addition, he sees a need for the United States to rely even more on "secure energy sources from Latin America and Mexico," if the Middle Eastern situation continues to worsens.



Joseph A. Fernandez
Chancellor
New York City Board of Education
New York, NY

David Ochoa sounds even more disillusioned. As a vice president at Alaska Pacific University in Anchorage, he foresees that "The peace dividend of events in Eastern Europe means a new Marshall Plan will be implemented in Europe at the expense of aid to Latin America. What else is new?"

Not so, say Dr. C. Estuardo Aguilar-Cordova of the Baylor College of Medicine in Houston and Beverly Vigil Ellerman, director of national relations at Georgetown University in Washington, D.C. "The democratization of Eastern Europe will ultimately free the U.S. government from its preoccupation with that part of the world and lead to a greater concentration on developing trade with Latin America," says Dr. Aguilar-Cordova. Likewise, Ms. Ellerman is hopeful that President Bush's stated commitment to working with Latin America will carry the day. "If we can 'read his lips' and his mind, it seems that he understands that a stronger Western Hemisphere means a stronger U.S.," she says.

We also asked the Influentials for their considered views on some ***of the really hot Domestic Issues.*** Their comments on our potentially provocative statements provided the following statistics:

"Jesse Jackson's 'Rainbow Coalition' is a valid vehicle that Hispanics can use to express their displeasure with the apathy of the Republican and Democratic parties." No other

Marta Casals Istomin
Co-chair
1990 Hispanic Heritage Awards
New York, NY

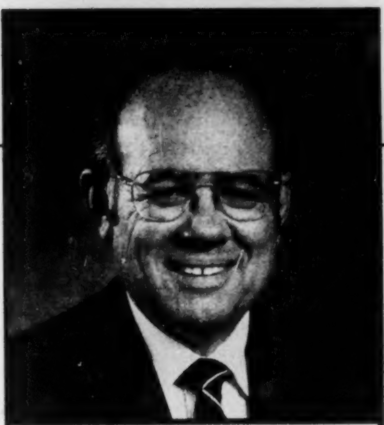
Teresa McBride
President & CEO
McBride and Associates Inc.
Albuquerque, NM

Ernest J. Collazo
Partner
Simpson Thacher & Bartlett
New York, NY

Hector Gutierrez, Jr.
General Manager-Regional Sales
Southwestern Bell Telephone Co.
Des Peres, MO

Roberto Suarez
President
Miami Herald Pub. Co.
Miami, FL

> **Who will rule Cuba after Castro?**
>
> *"George Bush."*
>
> **—Benjamin Montoya**



Benjamin F. Montoya
VP, Sacramento Valley Reg.
Pacific Gas & Electric Co.
Sacramento, CA

statement received as resounding a rejection as this one. Less than one quarter of the Influentials agreed with the proposition that Hispanics should play a role in the Reverend Jesse Jackson's so-called "Rainbow Coalition," and 76 percent disagreed.

Marcia Gonzales expressed the sentiment of many Influentials that Hispanics must have their own political organizations: "The Rainbow Coalition will continue to be seen as primarily an African-American movement, with Hispanics seen only as tag-alongs," the Los Angeles deputy city attorney says. "We need to develop our own independent movement."

Dr. Catalina E. Garcia has a somewhat different twist. "To be a player at the table," says this partner in the Dallas Anesthesiology Group, "Hispanics must be the head of their *own* team. This does not mean there cannot be win-win situations agreed upon by the various ethnic groups. The time for a 'them versus us' scenario is past. But the U.S. is diverse, and each group must bear its own torch."

Esteban Torres
Deputy Whip
Member of Congress (D-CA)
Washington, DC

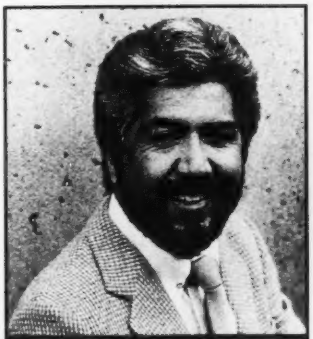
However, any differences that Hispanics have with Jesse Jackson and his Rainbow Coalition are political rather than cultural or racial, clarifies Teresa McBride, CEO of McBride and Associates Inc. in Albuquerque. "This coalition represents a very liberal view on most issues," she notes, "thereby not attracting moderate or conservative individuals."

Two men named Ochoa express the minority view on the Jackson question. David Ochoa in Alaska thinks "The Rainbow Coalition is an ideal vehicle to unite the urban communities of Hispanics and African-Americans. We face similar issues of education, housing, drugs, and jobs. Together we can resolve the issues confronting us." And Ralph M. Ochoa, senior partner in the California law firm of Ochoa & Sillas, adds, "Jackson is an effective and articulate spokesperson. He already has the attention, although not love, of many important persons. As long as Hispanics are politically active, they win."

"The Bush Administration is doing more to benefit Hispanics in general than the Reagan administration did." "Yes," say a full two-thirds of the Influentials. "There simply is no question about it. His daughter-in-law and grandchildren's existence demand that," says Ralph Ochoa.

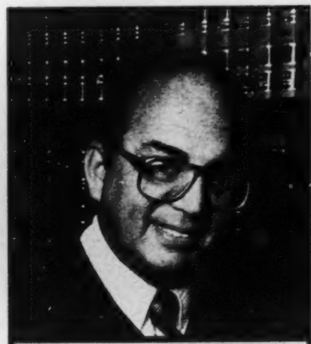
Carla Y. Aragon
Anchor/Reporter
KNBC-TV
Burbank, CA

"Abortion should not be a matter of legislation, but a matter of personal choice—as

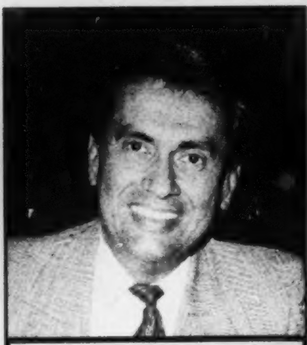


Manuel J. Melendez
Congressional Liaison
Smithsonian Institution
Washington, DC

Miriam Santos
City Treasurer
Office of the City Treasurer
Chicago, IL



Benjamin Aranda
Municipal Judge
South Bay Judicial District
Torrance, CA



Richard Alatorre
City Council Member
City of Los Angeles
Los Angeles, CA

100 INFLUENTIALS

Will the democratic surge in Eastern Europe diminish Bush's potential economic focus on Latin America?

"If the U.S. [ignores] the importance of Latin America, it could end up with a problem bigger than Cuba."

—Manuel Reyes-Otalora

Manuel Reyes-Otalora
President
RO Architects & Planners Inc.
Miami, FL

decided in Roe v. Wade." One of the surprises to surface in our poll was the degree of support the Influentials expressed for this proposition—78 percent. On the surface of it, the Catholic heritage of most Hispanics doesn't seem to track well with a pro-choice stance, but nevertheless, such is the view of a quite substantial number of the Influentials.

Ann Marie Balmas, manager of urban affairs for AT&T in Chicago, certainly isn't shy about expressing her sentiments: "Since when has the general public a right to say what a woman can do with her life!" And Chicagoan Maria Bechily, executive vice president of Aranda/Bechily Inc., cogently expresses the pro-choice view. "The question of reproductive rights is a personal issue of tremendous moral, cultural, and religious magnitude; hence a personal matter. If I wouldn't want the U.S. government to tell me what films to see, what books to read, or what language to speak, I certainly don't want to be told what to do on this issue either."

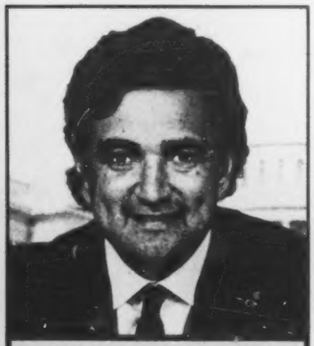
A thoughtful approach is suggested by Baylor's Dr. Aguilar-Cordova. "Abortion is a complex issue based on the definition of when an individual life begins," he believes. "Since this can not be scientifically defined, it can not be objectively legislated. As such it is not equitable for a free society as large and diverse as our own to subjectively promote *or* impede abortion."

"Hispanic organizations are not sufficiently focused on the AIDS crisis." "Yes," say 69 percent of the Influentials. "AIDS is affecting Hispanics in alarmingly high numbers," notes Fern Espino, dean of student development at GMI Engineering and Management Institute in Flint, Michigan. "Refusing to accept the fact that AIDS is prevalent among Hispanics

Mercedes A. Mestre
Vice President and Partner
Korn/Ferry International
New York, NY

Marta Miyares
President
Unimar
Chicago, IL

Michael A. Olivas
Professor of Law
University of Houston
Houston, TX



Bill Richardson
At Large Whip
Member of Congress (D-NM)
Washington, DC

Frank Herrera, Jr.
President
Herrera, Vega & Rocha
San Antonio, TX

Joseph Ramirez
Vice President-Law
AT&T
Morristown, NJ

Marcia J. Gonzales
Deputy City Attorney
LA City Attorney's Office
Los Angeles, CA

100 INFLUENTIALS

Can Hispanics use Jesse Jackson's "Rainbow Coalition" to express displeasure?

> *"The Rainbow Coalition promotes too many special interests at odds with the best interest of our nation as a whole."*
>
> **—Jaime Ramon**

Jaime Ramon
General Counsel
U.S. Ofc. of Pers. Mgmt.
Washington, DC

because of *machismo* will only worsen the situation."

"Environmental issues are increasingly pushing to the forefront of the U.S. national agenda. These issues also need additional exposure within the U.S. Hispanic community." No argument here. The Influentials came closest to unanimity on this issue, with a full 97 percent in agreement.

"Neither English nor any other language, including Spanish, should be made the "official" language of the nation or any individual state. Language should not be legislated." This proposition, not surprisingly, gained strong support among the Influentials. The "English-only" advocates and others who would legislate a national language were voted down 82 percent to 18 percent.

Jaime Jarrin
Announcer
Los Angeles Dodgers
Los Angeles, CA

AT&T's Ann Marie Balmas, for example, vehemently opposed the legislation of an official language, noting that "This country spoke Spanish a hell of a long time before it spoke English." However, it is clear that a number of the Influentials, including Baylor's Dr. Aguilar-Cordova, feel that "An official language is essential for the expedient and economic dissemination of public information."

A third set of statements in our Influentials poll dealt with ***Business Economic Issues:***

"A 'common market' involving free trade with Latin America would benefit U.S. Hispanic businesses." In June, right after the first talks aimed at a Mexico-U.S.-Canada free trade agreement, President Bush announced that he was interested in establishing a free trade zone covering the entire Western Hemisphere. Overwhelmingly, Hispanic Influentials support a Latin American common market, with 94 percent expressing their agreement. Members of Congress who may be wondering which way the Hispanic political wind is blowing might take note of that.

Marcia Gonzales in Los Angeles did voice one caveat. She warns that "Merely having free trade without accompanying resources to develop Hispanic businesses to fully participate in that trade is meaningless and will only benefit majority-owned businesses who have already taken over the Hispanic market in the United States."

Juan C. Cappello
Sr. VP/Dir., Corp. Rel.
ITT Corp.
New York, NY

"Hispanics would get farther in corporate America if companies replaced enforced affirmative actions quotas with

Elizabeth Martinez Smith
Director
Los Angeles Public Library
Los Angeles, CA

Albert Bustamante
Member, Armed Services Committee
Member of Congress (D-TX)
Washington, DC

Art Torres
State Senator
State of California
Sacramento, CA

Ann Marie Balmas
Manager, Urban Affairs
AT&T
Chicago, IL

100 INFLUENTIALS

Can Hispanics use Jesse Jackson's "Rainbow Coalition" to express displeasure?

"Let Jesse Jackson speak, while we encourage Hispanics to act."

—Beverly Vigil Ellerman

Beverly Vigil Ellerman
Director, National Relations
Georgetown University
Washington, DC

a voluntary emphasis on diversity." Except for the statement about Jesse Jackson's Rainbow Coalition, no other proposition was as widely rejected by the Influentials. Only 38 percent agreed that the time has arrived to chuck out affirmative action quotas.

Ms. Espino in Flint was one of the majority who disagree that a voluntary emphasis on diversity would work better—although she hardly seems enamored with toncept of affirmative action. "A voluntary emphasis on diversity," she maintains, "would have about as much effect as enforced affirmative action quotas have had—zero to none."

Luis de la Garza in San Antonio favors an emphasis on voluntary diversity because "The biggest problem with affirmative action quotas is that those Hispanics who get their job through a quota end up suffering the stigma of being considered inferior."

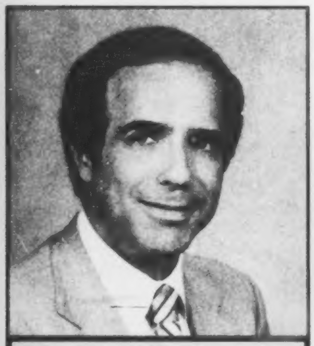
Enrique J. Guardia
VP, Scientific Relns.
Kraft General Foods Inc.
White Plains, NY

"The Bush administration needs to reinforce the federal government's commitment to 'set aside' federal contracts for minority-owned businesses." The Influentials voiced strong support for a reinforced commitment to minority set-asides. "It's a smart business policy," says Ms. Bechily in Chicago.

Cynicism reigns, however. "Few people seem to understand that law and commitment are not necessarily synonymous. Maybe this law is actuallybeing used to set minority businesses aside, instead of setting aside work for minority businesses," Ms. Ellerman in Washington notes. "The inertia at the federal level," says Marcia Gonzales in Los Angeles, "trickles down to all levels of government and private industry. The City of Los Angeles, as diverse as its population is, does not even have an agency that oversees compliance with affirmative action or set-asides."

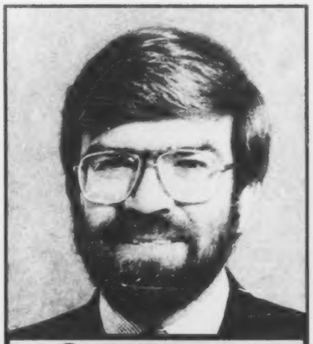
That's it for the 1990 **HISPANIC BUSINESS** Influentials. If your choices were not included, there is something you can do. We're already beginning to gather nominations for 1991, and we welcome your suggestions. We are particularly interested in information about people who are making important contributions but have not yet achieved broad recognition. So send in your letters, press releases, and comments, addressed to: Influential Nominations, **HISPANIC BUSINESS**, 360 South Hope Avenue, Suite 300-C, Santa Barbara, California 93105. Our fax number is (805) 687-4546. Ⓗ

Al Martinez
Columnist
Los Angeles Times
Los Angeles, CA



Jose Garcia-Pedrosa
Managing Partner
Tew & Garcia-Pedrosa
Miami, FL

Myrna Gutierrez
Director Hispanic Marketing Division
Burrell Public Relations
Chicago, IL



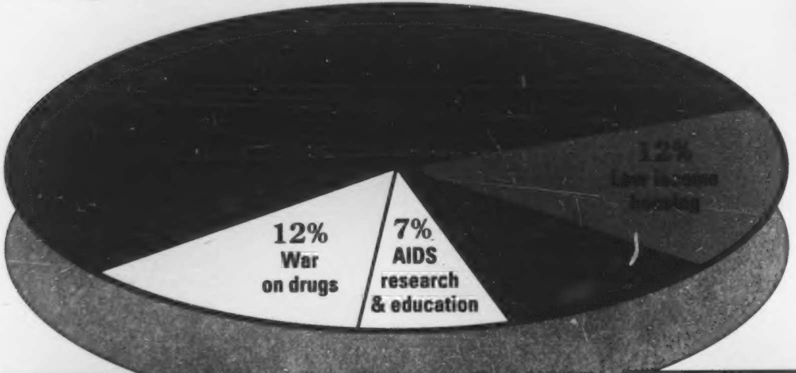
Juan Fernando Medrano
Genetics Researcher
University of California
Davis, CA

Maj. Gen. Marc Cisneros
Dep. Commanding Gen.
3rd Corps & Fort Hood
Fort Hood, TX

100 INFLUENTIALS

If They Controlled the Budget...

How the **100** INFLUENTIALS would divy up a budget among these social needs.



Rev. Luis Olivares
Roman Catholic Priest
Claritian Missionaries
Los Angeles, CA

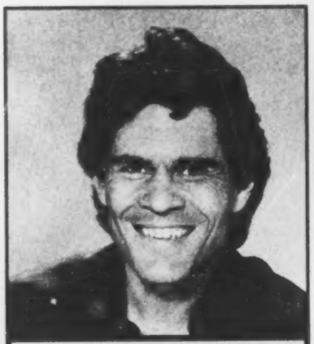
Carlos E. Gonzales
COO
American Publishing Group
Miami, FL

Joaquin G. Avino
County Manager
Metropolitan Dade County
Miami, FL

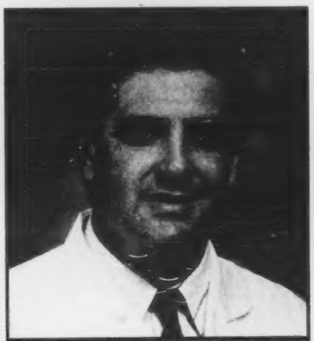
Mary E. Aguina
Director-Emergency Services
Illinois Bell Telephone Co.
Oak Brook, IL

Charles Calderon
State Senator
State of California
Sacramento, CA

Ileana Ros-Lehtinen
Member, Foreign Affairs Comm.
Member of Congress (R-FL)
Washington, DC



A. Martinez
Actor
1990 Emmy Award winner
Malibu, CA



Pedro Jose Greer, M.D.
Medical Director & Founder
Camillus Health Concern
Coral Gables, FL

Luis A. de la Garza
V.P.-Corporate Relations
Valero Energy Corp.
San Antonio, TX

100 INFLUENTIALS

Catalina E. Garcia, M.D.
Partner
Dallas Anesthesiology Grp.
Dallas, TX

Should abortion be a matter of legislation or of personal choice?

> *"There is no law relating to men's bodies so only women's bodies would be seen as governable by the states. This is a civil rights issue."*
>
> —**Catalina E. Garcia, M.D.**

DEMOGRAPHIC PROFILE

Total Group

Place of Birth:	61% U.S.	35% Abroad	4% No answer
Age:	3% Under 30 32% 40-49	32% 30-39 29% 50 and over	4% No answer
Gender:	68% Male	32% Female	
Marital Status:	68% Married	27% Single	4% No answer
Heritage:	47% Mexican 5% South Am. 2% No answer	6% Spanish 12% Puerto Rican	25% Cuban 3% Central Am.
Education:	1% High School 4% Some college 16% College grad.	16% Some postgrad. 62% Postgrad. 1% No answer	
Household Income:	2% Under $30,000 9% $30,000-$49,000	23% $50,000-$99,000 63% Over $100,000 3% No answer	
Language Preference:	*Business* 63% English 36% Bilingual 1% Spanish	*At Home* 31% English 52% Bilingual 17% Spanish	0% No answer
Geographic Region:	2% Northwest 14% Southeast	16% Northeast 24% Midwest	44% Southwest 0% No answer

Maria C. Bechily
Executive Vice President
Aranda/Bechily Inc.
Chicago, IL

Carlos J. Arboleya
Vice Chairman
Barnett Bank of South Florida
Miami, FL

Alberto Angulo
Special Assistant, OASIA
Department of the Treasury
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Senior Vice President
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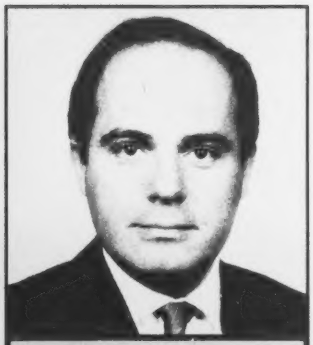


Gustavo Pupo-Mayo
Exec. Ass't to Pub.
The Miami Herald
Miami, FL

Do environmental issues need additional exposure within the U.S. Hispanic community?

"Minorities tend to live near industrial sites and hazardous waste facilities, increasing their exposure."

—Margarita Colmenares

Margarita H. Colmenares
National President
Society of Hispanic Professional Engineers
Los Angeles, CA

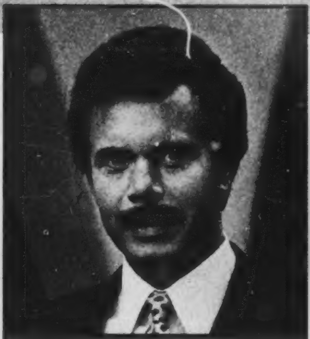
DEMOGRAPHIC PROFILE

Mexican-Americans

Place of Birth:	88% U.S.	22% Abroad	0% No answer
Age:	0% Under 30 35% 40-49	35% 30-39 24% 50 and over	6% No answer
Gender:	56% Male	44% Female	
Marital Status:	62% Married	32% Single	6% No answer
Education:	0% High School 6% Some college 12% College grad.	11% Some postgrad. 71% Postgrad. 0% No answer	
Household Income:	3% Under $30,000 6% $30,000-$49,000	29% $50,000-$99,000 56% Over $100,000 6% No answer	
Language Preference:	*Business* 74% English 26% Bilingual 0% Spanish	*At Home* 41% English 56% Bilingual 3% Spanish	0% No answer
Geographic Region:	3% Northwest 3% Southeast	12% Northeast 20% Midwest	62% Southwest 0% No answer

Jimmy Gurule
Assistant Attorney General
U.S. Department of Justice
Washington, DC

Richard Ramirez
General Manager
KMEX-TV
Los Angeles, CA



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VP-Investor Relations
General Signal Corp.
Stamford, CT

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Attorney at Law
Brobeck, Phleger & Harrison
San Diego, CA

Theresa Nieves
Area Manager
Illinois Bell Telephone
Chicago, IL

100 INFLUENTIALS

Should any language be made the official language?

"I favor the concept of 'English plus' versus 'English only.'"
—Mary Helen Barro

Mary Helen Barro
Owner
KAFY Spanish Radio
Bakersfield, CA

DEMOGRAPHIC PROFILE

Cuban-Americans

Place of Birth:	15% U.S.	70% Abroad	15% No answer
Age:	5% Under 30	25% 30-39	
	35% 40-49	30% 50 and over	5% No answer
Gender:	55% Male	45% Female	
Marital Status:	60% Married	20% Single	10% No answer
Education:	0% High School	50% Some postgrad.	
	0% Some college	25% Postgrad.	
	25% College grad.	0% No answer	
Household Income:	5% Under $30,000	5% $50,000-$99,000	
	0% $30,000-$49,000	90% Over $100,000	
		0% No answer	
Language Preference:	*Business*	*At Home*	
	40% English	15% English	
	60% Bilingual	40% Bilingual	
	0% Spanish	35% Spanish	0% No answer
Geographic Region:	0% Northwest	15% Northeast	20% Southwest
	40% Southeast	25% Midwest	0% No answer

Jorge Mas Canosa
Chair
Cuban American Nat'l Foundation
Miami, FL

Eloy Rodriguez
Professor, Div. Cell Biology
University of California
Irvine, CA

Remedios Diaz-Oliver
President
American Int'l Container Inc.
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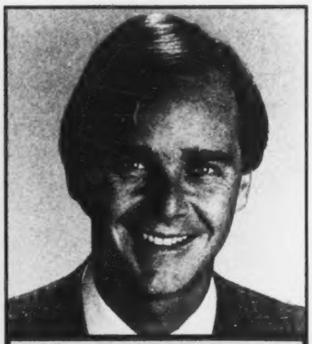
Mario F. Rodriguez
Chairman
Interval International
South Miami, FL



Luca Bentivoglio
Owner/Executive Producer
Luca Bentivoglio Productions
Los Angeles, CA

100 INFLUENTIALS

Would a common market with Latin American benefit U.S. Hispanic businesses?

"There is a market in Mexico: identifying it may be illusive."

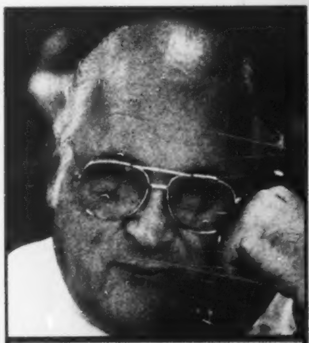
—Ralph Ochoa

Ralph M. Ochoa
Partner
Ochoa & Sillas
Sacramento, CA

DEMOGRAPHIC PROFILE

Puerto Rican-Americans

Place of Birth:	89% U.S.	11% Abroad	0% No answer
Age:	0% Under 30	45% 30-39	33% 40-49
	11% 50 and over	11% No answer	
Gender:	45% Male	55% Female	
Marital Status:	55% Married	45% Single	0% No answer
Education:	0% High School	22% Some postgrad.	
	0% Some college	68% Postgrad.	
	10% College grad.	0% No answer	
Household Income:	0% Under $30,000	45% $50,000-$99,000	
	10% $30,000-$49,000	45% Over $100,000	
		0% No answer	
Language Preference:	*Business*	*At Home*	
	67% English	45% English	
	33% Bilingual	22% Bilingual	
	0% Spanish	33% Spanish	0% No answer
Geographic Region:	0% Northwest	35% Northeast	
	10% Southwest	10% Southeast	
	45% Midwest	0% No answer	



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Chicago, IL

Vilma Martinez
Partner
Munger Tolles & Olson
Los Angeles, CA

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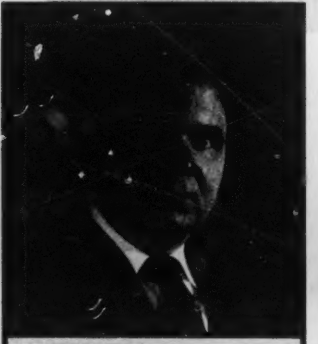
Velma Montoya
Commissioner
Occupational/Safety & Health
Review Comm.
Washington, DC



Miguel A. Valdes
International Tax Partner
Coopers & Lybrand
Chicago, IL

Edward R. Roybal
Chair, Select Committee on Aging
Member of Congress (D-CA)
Washington, DC

Abelardo S. Curdumi
Senior Vice President
First National Bank of Chicago
Chicago, IL

Patricia Diaz Dennis
Chair of Gov't Regs. Grp.
Jones, Day, Reavis & Pogue
Washington, DC

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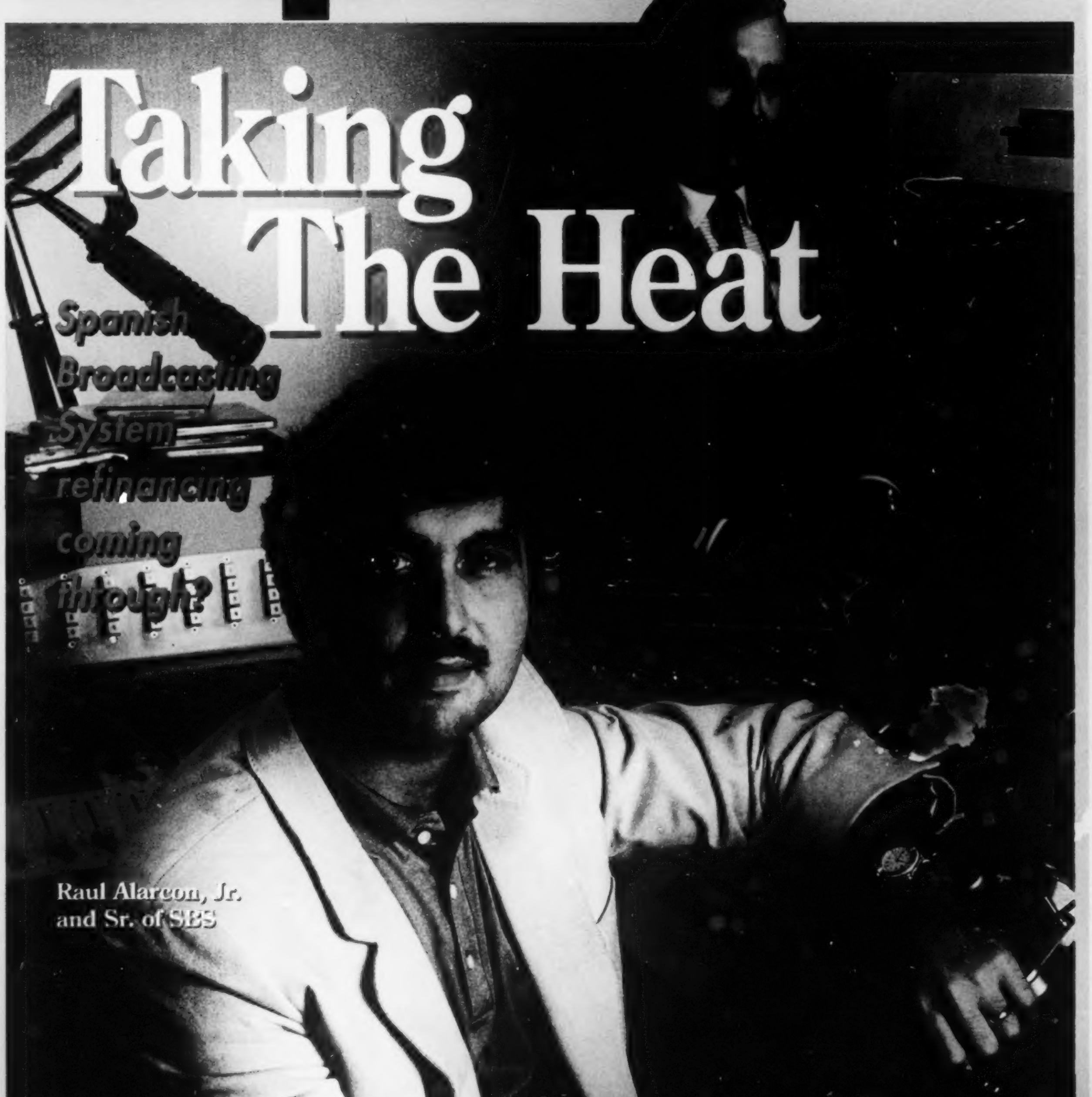

Taking The Heat

Spanish Broadcasting System refinancing coming through?

Raul Alarcon, Jr. and Sr. of SBS

Special Issue

Market gets jitters as sales growth slows

HispanicBUSINESS

The magazine for growth companies and ladder-oriented professionals

December 1990 Volume 12, Number 12

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BPA MEMBERSHIP
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Photo by Raul Rubiera. This month's cover design by Buffalo Brothers Studios West.

DIRECTLINE

FEBRUARY
EW YORK N.Y

Since the mid-80s, novel and dynamic market conditions have been bringing about fundamental changes in the Hispanic media.

Before 1986 U.S. Hispanic media ad revenues—then as now dominated by Spanish-language television—had been growing at the impressive clip of 20-plus percent for many years. During that era, the Spanish International Network (SIN) and the Spanish International Communications Corporation (SICC) were the major Spanish media players in this country. Their consistent rate of growth corresponded to a framework of economic parameters established over several decades between Televisa in Mexico City, principal owner of SIN and SICC, and SIN Chairman and CEO Rene Anselmo's management team in the United States.

Then in the mid-80s the SIN communications empire virtually collapsed due to a combination of external and internal pressures. Out of the turmoil that followed, a number of new corporate and financial players emerged in Spanish TV, each with its own agenda. Because of the start-up nature of these new enterprises, the revenue projections needed to satisfy new financial realities became the new marketing goals.

These projections had more to do with the capital requirements of the new enterprises, and less to do with the actual realities of selling media time and space. And these aberrations continue to dog the Spanish TV network heads as they calculate their financial progress ensconced in the corner suites of New York sky scrapers.

Meanwhile out in the colonies, down at the station level, the perspective is somewhat different. In the leading Hispanic media markets, station managers work daily with the realities of local advertising sales. For them the picture is not complicated by the extraneous pressures of debt, and many of them see very healthy growth. In Los Angeles, for example, while Spanish TV is not booming this year it is still growing by a hefty 10 to 20 percent, depending on whom you talk to.

KVEA, the Telemundo station, has established itself as a main player in a market where 10 percent of all household viewing is of Spanish-language TV. Even the new kid on the block, Galavision's KWHY Channel 22, has quickly picked up audience share. And Univision's station KMEX continues to lead in a market where local advertising is likely to keep expanding with the Hispanic population.

So like Humpty-Dumpty, the power of the Hispanic market's driving medium has been scattered and is likely to remain so in the years ahead, as new centers of influence continue to emerge and challenge each other. We think you'll enjoy reading Steve Bergsman's story this month about the current state of that intriguing competition.

But there's a more controversial story abrewing—one about how well the networks serve their Hispanic consumers—and one this magazine will report on closely and often during 1991. Do the new network owners reflect the makeup and interests of the Hispanic community, which is heavily Mexican-American, in their programming, hiring, promotion patterns, use of minority-owned small firms, and contributions to nonprofit organizations?

These questions arise from the observation that the Hispanic media are passing into mainstream hands, as outlined in Rick Mendosa's story, "Media Consumers But Not Owners."

As for the answers, we'll be letting you know.

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Radio Revenues Rock and Roll

Spanish radio powers up in the top three Hispanic markets.

By Rick Mendosa

Our research shows that America's 233 full time Spanish-language radio broadcasters—177 AM and 56 FM stations—boosted their advertising revenues by not quite 6 percent in 1990. Assuming inflation of about 7 percent this year as reported in September by the Bureau of Labor Statistics, this means the market was as flat as Kansas.

But, based on a closer look at the 10 top-earning stations in that crowd, performance was actually mixed. At least one key station demonstrated significant growth in each of the major Hispanic radio markets—Los Angeles, Miami, and New York.

Actually our listing of this year's top 10 billing radio stations includes eight "combos," which consist of AM and FM stations under the same ownership. We consider combos as single stations in assessing ad spending, because most advertising is bought in AM/FM combinations.

The number one station this year—a combo—continues to be KLVE-FM/KTNQ-AM in Los Angeles, which is owned by Cecil Heftel's Heftel Broadcasting of California Inc. KLVE has ranked first in each of the three years we have tracked radio spending. In 1988 we estimated that KLVE/KTNQ billed $13.5 million. This year its sales should reach an estimated $19.1 million, reflecting average annual growth of almost 20 percent. And that applies equally to both the AM and FM parts of the combo, which enjoy nearly identical revenues according to General Manager Jeff Liberman.

At least part of the reason for that jump in sales, says one senior industry observer, is that Mr. Heftel drastically cut the combo's advertising time back in 1985, from the 40 minutes an hour that was then typical of Spanish stations to about 15 minutes. Although he also doubled ad rates to compensate for lost revenues, the soaring ratings that resulted drew in more ad dollars than ever (after a tough first year). And other stations in the top three markets soon followed suit.

KLVE/KTNQ's most serious competition in Los Angeles comes from number three on this year's top 10—AM station KWKW. "We're bucking heads right now," says Mr. Liberman. With billings of about $10.5 million this year, KWKW recently became America's largest single (non-combo) Spanish station. Although it is one of the oldest Spanish stations in Southern California, KWKW gradually lost its audience during the '70s and '80s as L.A.'s

SPANISH RADIO'S TOP 10 BILLING STATIONS 1990

	Stations	Owner	Billings ($M) 1989	Billings ($M) 1990
1	KLVE-FM/KTNQ-AM Los Angeles	Heftel Broadcasting	$17.5	$19.1
2	WSKQ-AM & FM New York	Spanish Broadcasting System	9.0	13.0
3	KWKW-AM Los Angeles	Lotus Communications	8.1	10.5
4	WCMQ-AM & FM Miami	Spanish Broadcasting System	11.5	10.2
5	WQBA-AM & FM Miami	Spanish Radio Network*	10.0	10.0
6	WIND-AM/WOJO-FM Chicago	Tichenor	10.0	9.0
7	WADO-AM New York	Spanish Radio Network*	6.0	6.7
8	WAQI-AM/WXDJ-FM Miami	Viva America	5.0	6.5
9	KSKQ-AM & FM Los Angeles	Spanish Broadcasting System	5.5	5.5
10	KBRG-FM/KLOK-AM San Francisco	Radio America/ Bahia Radio	N/A	4.0

*Owned by Tichenor Media Systems and Radio WADO Inc.

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Hispanics moved out of the barrio where its low-power signal was focused.

"Before 1989 KWKW was always number three in the market," says local radio marketing consultant Allen Klein, president of Media Research Graphics Inc. But in January 1989, KWKW bought the facilities of L.A.'s high-power station KFAC-AM, and "with the signal change they became a monster," says Mr. Klein. It took listeners and advertisers some time to catch up with KWKW's greater reach, but then billings took off, jumping 30 percent—from $8.1 million to $10.5 million in 1990. That growth is "really significant," says Jim Kalmenson, the station's general sales manager, since it ranks KWKW as the fastest growing single Spanish station.

Mr. Kalmenson's father, Howard Kalmenson, is president of Lotus Communications Corp., KWKW's owner. Lotus Communications also owns Lotus Hispanic Reps, which serves as KWKW's rep firm (reps are the "middlemen" through which many advertisers buy their radio time). So far virtually all national Spanish radio ad spending (about 26 percent of total station revenues) is placed through just four specialized reps. The remaining 74 percent of the radio ad revenue comes from local sponsors.

CBS Radio Representatives is the newest of the "big five" reps, with 2 percent of the national market. Caballero Spanish Media, which is the largest with an estimated 42 percent of the market, represents KWKW's L.A. competitor, stations KLVE/KTNQ. The other rep firms are Katz Hispanic Radio, 28 percent, the Spanish Broadcasting System, 16 percent, and Lotus Hispanic Reps, 12 percent.

In a move to solidify its dominant position, Caballero Spanish Media recently expanded its marketing and research capability by joining with McGavren Guild Radio, a general market rep firm, to form Caballero/MG Spanish Media in NewYork. This new venture, says Cabellero Spanish Media President Eduardo Caballero, was created through the exchange of a small amount of stock. In the general market McGavren Guild ranks a close second to Katz Radio, the parent of Katz Hispanic Radio, Mr. Caballero says.

The news in Miami is the new WAQI/WXDJ combo—number eight on the top 10—a joint venture between Heftel Broadcasting (49 percent ownership) and the Mambisa Broadcasting Corp. (51 percent ownership, split among Amancio J. Suarez, his father, Amancio V. Suarez, and cousin Charles Fernandez). This partnership—the Viva America company—was formed in August 1989, and bought FM station WXDJ this February to create a combo with Mambisa's recently upgraded AM station WAQI. Repped by Caballero, Viva America "stormed the market," says Media Research Graphics' Mr. Klein.

First they launched a $1 million contest that created a big boost in their audience and then in their ad billings. And they raided the competition in Miami to capture four new on-the-air personalities.

Amancio J. Suarez, Viva America's executive vice president, says, "Watch out for us next year!"

Overall, "We definitely have invested some very heavy dollars in what we feel is a growing market," says Viva America's Executive Vice President Amancio J. Suarez. As a result, this up-and-coming station has increased its revenues by 30 percent in 1990, while competing Miami combos WCMQ and WQBA have seen flat to declining performance. "And watch out for us next year!" warns Mr. Suarez.

The big news in New York this year centers on a recently formed combo—WSKQ (number two in the top 10). As discussed in another story in this issue, the Spanish Broadcasting System (SBS) paid $55 million two years ago to buy its high-power FM station. This year, the WSKQ combo increased ad revenues by an impressive 44 percent, from $9 million to $13 million. This increase made it the fastest growing among the top 10 and moved it up in the ranking from fifth place last year. All SBS stations use the firm's inhouse rep firm, including its WCMQ combo in Miami (number four) and its KSKQ combo in Los Angeles (number nine).

In Chicago, Tichenor Media System's WIND-AM/WOJO-FM combo (number six) dominates the nation's fifth largest Hispanic radio market. But WIND/WOJO's billings dropped by 10 percent this year, from $10 million to $9 million. Tichenor, which with 12 stations is America's biggest Spanish radio network by far, finds its overall billings "up a little bit" in 1990, according to President McHenry Tichenor, Jr., "but it isn't the 8 to 10 percent increase we've gotten used to."

The other Tichenor stations on this year's top 10 (the new WQBA combo in Miami and WADO-AM in New York, which the company owns jointly with partner Radio WADO, Inc. as part of their "Spanish Radio Network") didn't contribute much to Tichenor's growth this year either. With sales stagnant at $10 million, WQBA—featured on our cover last December as the "Radio Deal of the Year"—has moved down a couple of notches in the ranking, from third place to fifth. Meanwhile, New York's WADO just managed to hold its seventh place ranking with growth of 12 percent. All of Tichenor's radio stations are repped by Katz.

What does all of this mixed performance actually add up to? Seemingly there is still opportunity out there; but it doesn't come easy.

And as for next year...not to worry, says Mr. Klein with a consultant's authority. Spanish-language stations are "probably the best recession-proof radio stations in the country," he assures us. "You have advertisers out there who have never touched Spanish-language markets. But if business gets bad, you go after a market you know exists but has never gone through your doors."

Spending Power at $146 Billion

Hispanic disposable income is still growing strong.

By Joseph Wells

The U.S. Bureau of the Census says Hispanic purchasing power (dollar income after taxes) grew about 8.1 percent last year, to $135 billion. Assuming continuation of growth at the same rate, Hispanics had $146 billion to spend this year and will have $158 billion in 1991.

But if you define a Hispanic household the way many advertisers do, those numbers should be quite a bit higher. For statistical purposes, the only households the Census Bureau deems Hispanic are those where the "householder"—the person considered the head of the household—is Hispanic. Advertisers tend to think families where only the householder's spouse is Hispanic should be counted as Hispanic as well. That category included about 700,000 American families last year.

So by the advertisers' definition, the number of families counted as Hispanic in 1989 would increase from 5.9 million to 6.6 million, and Hispanic purchasing power could be as high as $161 billion for 1989. Then, assuming growth has continued at last year's rate of 8 percent, Hispanic purchasing power could be as much as $174 billion this year and $188 billion next year. And even if the growth rate continues to curve down as it did in the past two years, Hispanic disposable income would be higher than the Census Bureau's estimates.

If we look back a few years, the Census Bureau's numbers indicate that Hispanic dollar income grew by 64 percent between 1982 and 1988. That's by comparison with 38 percent growth for African-Americans and 25 percent for the mainstream population. A look at other available data indicates this disproportionate growth in Hispanic spendable income is due more to increases in the number of Hispanic households than to growth in average household income.

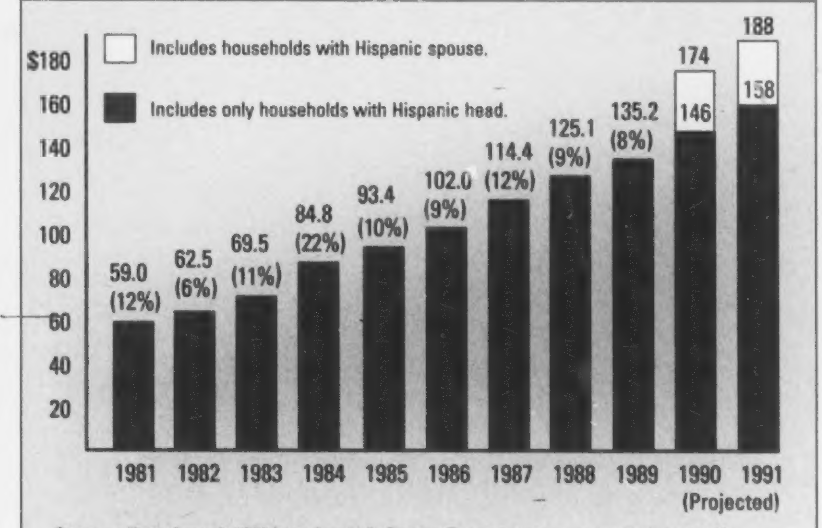
During the six years between 1982 and 1988, the total number of Hispanic households increased a staggering 45 percent, while African-American households increased 18 percent and mainstream households only 9 percent. Meanwhile, adjusting for inflation, average income among Hispanics increased "only" 13 percent, or just about at the rate of mainstream income growth (14 percent) and African-American growth (16 percent).

And there are several other reasons the Census Bureau's figures probably understate Hispanic spending power. These include a probable undercount of Hispanic families, exclusion of government payments and subsidies to Hispanics, underreporting of income by those surveyed, and unreported cash income from the "informal sector." On the other hand money sent "back home" could significantly reduce spendable income, since about half of the increase in America's Hispanic population is due to immigration.

Of special interest to America's advertisers is the increase in Hispanic affluents. Using the advertisers' definition of a Hispanic household, 638,000 households—11 percent of all Hispanic families—earned $50,000 or more in 1988. This market segment had grown 98 percent in the six years since 1982 and in 1988 accounted for $49 billion before taxes. Another segment, households with incomes of $75,000 or more, grew 180 percent during the same period. They represented 3.6 percent of all Hispanic families in 1988 and wielded economic power of $21 billion before taxes.

Overall, the economic growth of the Hispanic sector has slowed slightly in the past 3 years, and as we all know inflation is heating up again. This might mean the Hispanic market is "plateauing," in the words of Jorge del Pinal, the Census Bureau's chief of ethnic and Hispanic statistics. Only time will tell. But it is still one of the overall market's few growth segments, and its faster growing affluent subsegment seems destined to become a good bet for advertisers.

Hispanic Purchasing Power in $ Billions, and Percent Growth



Sources: Data through 1989 based on U.S. Census Bureau reports, series P-20 and P-60. Projections for 1990 and 1991 by Hispanic Business and assume continued 8 percent growth.

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The Hispanic Market's Leading Indicators

By Joseph Wells

"The Hispanic market is flat as hell..." Source: Several experts who do not wish to be identified.

During the good times, everybody wants to be quoted. But watch them run when times turn tough. These are tough times that we're living through, with the uncertainty of the Persian Gulf creating inflationary and recessionary pressures this fall, and federal budgetary woes pressing in on our already sputtering American economy.

A good example of this recent reluctance to be quoted is the written refusal of the two leading Spanish television networks—Telemundo and Univision Holdings— to provide their projections of 1990 ad revenues. Spokespersons for both networks stated that audited results would be available in early 1991. Fortunately our ad spending projections are if anything more accurate this year because we have gathered and cross checked information from multiple sources—both network insiders and industry experts.

1990 Hispanic Market Advertising Expenditures

Medium	Expenditures ($M)
National TV	$142.8
National Radio	55.1
Local TV	131.1
Local Radio	156.0
Independent TV	*
Print	58.9
Outdoor	17.0
Promotion	63.1
Transit	4.2
Total	$628.2

* Galavision's move to network status temporarily eliminated this category.

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The 50 Leading Hispanic Market Advertisers—1990

Rank	Company	Media Expenditures ($M)	Rank	Company	Media Expenditures ($M)
1	Procter & Gamble Co.	29.8	26	American Honda Motor Co. Inc.	2.0
2	Philip Morris Cos. Inc.	8.7	27	Chrysler Corp.	2.0
3	Anheuser-Busch Inc.	8.6	28	J.C. Penney Co.	2.0
4	Sears, Roebuck & Co.	8.2	29	Mars Inc.	2.0
5	Colgate-Palmolive Co.	7.6	30	General Mills	1.9
6	McDonald's Corp.	7.3	31	H.J. Heinz Co.	1.9
7	Coca-Cola Co.	6.6	32	American Airlines Inc.	1.8
8	Ford Motor Co.	5.2	33	Payless Shoesource	1.8
9	Adolph Coors Co.	5.1	34	Miles Laboratories Inc.	1.7
10	Burger King Corp.	4.8	35	Hershey Food Corp.	1.5
11	Johnson & Johnson	4.7	36	Nestle Food Corp.	1.5
12	AT&T	4.1	37	S.C. Johnson & Son Inc.	1.4
13	Pepsico Inc.	4.0	38	Clorox	1.3
14	Quaker Oats Co.	3.5	39	Foodmakers (Jack in the Box)	1.3
15	Warner-Lambert Co.	3.5	40	Mazda Motors of America Inc.	1.2
16	Goya Foods Inc.	3.3	41	Pacific Bell	1.2
17	General Motors Corp.	3.2	42	Amtrak	1.1
18	Toyota Motor Sales USA Inc.	3.2	43	Beatrice Co.	1.1
19	CPC International	3.1	44	Kimberly Clark Corp.	1.1
20	American Home Products	3.0	45	Nissan Motor Corp.	1.1
21	Ralston Purina Co.	2.6	46	Toys R Us Inc.	1.1
22	U.S. Army	2.4	47	U.S. Post Office	1.1
23	Eastman Kodak Co.	2.3	48	Helene Curtis	1.0
24	Kinney Shoe Corp.	2.2	49	K Mart Corp.	1.0
25	Lever Bros. Co.	2.2	50	Polaroid Corp.	1.0

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Fact is, the economy has been slowing down since President Bush took office, after seven years of uninterrupted growth. And, while advertising expenditures continue to increase in the Hispanic market, our annual economic updates show that the hypergrowth of the mid-'80s has been diminishing for the past three years.

There are, however, some important positives to report. Procter & Gamble, the leader in Hispanic advertising since 1986, actually widened its margin over number two Philip Morris. P&G's ad spending climbed from $29.3 million last year to an estimated $29.8 million for 1990, while Philip Morris increased its spending from $8.6 million to $8.7 million.

Sears, Roebuck & Company racked up an even bigger increase in its Hispanic expenditures, going from $4.6 million to $8.2 million—a jump of 78 percent. By boosting its spending in TV and radio as well as in the print media, Sears moved up from 10th to 4th place in the market.

As an industry, car manufacturers made the most impressive showing this year. Still leading is Ford with $5.2 million, up from $5.0 million in 1989. General Motors remains the second largest car maker in Hispanic advertising with $3.2 million, which represents a 14 percent increase over its spending of $2.8 million in 1989. Next comes Toyota, also with $3.2 million, which is 23 percent higher than its investment of $2.6 million in 1989. Chrysler, with ad expenditures of $2.0 million, is up a whopping 82 percent from $1.1 million in 1989. Finally, three more Japanese auto makers joined the $1 million-plus group of advertisers this year. Honda, at $2 million, jumped all the way to 26th place in its first year on the list. Mazda spent $1.2 million and Nissan $1.1 million.

We can also report a marked increase in ad dollars from the entertainment industry. Although neither Universal Pictures nor Warner Brothers reached $1 million this year, which happened to be the cutoff for the top 50 advertisers, both companies have expanded their Hispanic market spending considerably.

A leading indicator we developed last year is broadcast media effectiveness. This analysis identifies the country's top Areas of Dominant Influence (ADIs) in terms of

The Leading Hispanic ADIs—1990

(Ranked by total media expenditures)

		Expenditures in $M by Medium			
Rank	**Market**	**TV**	**Radio**	**Print**	**Total**
1	Los Angeles	$88.5	$34.6	$16.4	$139.5
2	Miami	44.3	31.0	16.7	92.0
3	New York	49.9	24.2	15.4	89.5
4	Chicago	16.1	13.3	1.1	30.5
5	San Fran/San Jose	15.6	10.0	0.6	26.2
6	San Antonio	9.2	10.0	0.5	19.7
7	Houston	9.2	9.7	0.5	19.4
8	San Diego	5.9	6.0	0.3	12.2
9	Phoenix	5.0	5.3	0.3	10.6
10	El Paso	2.9	6.3	0.2	9.4
Totals		**$246.6**	**$150.4**	**$52.0**	**$449.9**

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Comparative Market Demographics—1989

Household money income	Hispanic	African-American	Mainstream
Aggregate total:	$166 billion	$252 billion	$3,049 billion
Median Income:	$21,921	$18,083	$30,406
Mean Income:	$27,992	$23,995	$38,041

The aggregate before tax total income for Hispanics rose from $160 billion in 1988 to $166 billion in 1989. In addition, the number of Hispanic households increased slightly, from 5.91 million to 5.93 million.

	Hispanic	African-American	Mainstream
By Residence			
Metropolitan Areas	92%	84%	76%
(Central City)	(54%)	(58%)	(28%)
(Suburbs)	(38%)	(26%)	(48%)
Nonmetro Areas	8%	16%	24%
By Region			
Northeast	17%	18%	21%
Midwest	7%	20%	25%
South	33%	54%	33%
West	43%	8%	21%
By Household			
Married-couple families	70%	50%	83%
(Working wife)	(36%)	(32%)	(47%)
(Non-working wife)	(34%)	(18%)	(36%)
Single & one-parent families	30%	50%	17%
(Male no wife)	(7%)	(6%)	(4%)
(Female no husband)	(23%)	(44%)	(13%)
By Tenure			
Owner/Householder	41%	42%	67%
Renter/Householder	57%	56%	30%
Subsidy/Householder	2%	2%	3%

	Hispanic	African-American	Mainstream
By Size of Household			
1 person	14%	25%	25%
2 persons	22%	26%	33%
3 persons	19%	19%	17%
4 persons	20%	15%	16%
5 persons	13%	8%	6%
6 persons	6%	4%	2%
7 or more	6%	3%	1%
By Number of Earners			
1 earner	35%	39%	32%
2 earners	34%	28%	36%
3 earners	10%	7%	8%
4 or more	6%	2%	3%
No earners*	15%	24%	21%
*(Retired, unemployed, etc.)			
By Age of Householder			
15-24	9%	7%	5%
25-34	29%	25%	21%
35-44	24%	23%	22%
45-54	16%	15%	15%
55-64	11%	13%	14%
65 and older	11%	17%	23%

Source: Census Bureau report Series P-60, No. 168.

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Spanish radio and TV coverage. According to the Arbitron Co., a leading market research firm, the country includes 205 ADIs, or major media markets.

The resulting effectiveness quotients represent the hours of programming offered in the area, divided by the Hispanic population. A comparison with last year shows that these quotients have increased in all the top markets but Miami, San Francisco, and Los Angeles, where population growth has slightly outstripped the increase in broadcasting hours.

Notably, the four border towns listed—those covered by both U.S. and Mexican media—are the most saturated markets. El Paso tops the chart with seven U.S. radio stations, a phenomenal 18 Mexican radio stations, and two TV stations, one American and one Mexican. Border town audiences in Mexico are not calculated here.

The media revenue figures reported here are based largely on net advertising dollars—gross spending minus the standard ad agency commission. All in all, these figures show a slower, but still healthy and dynamic market.

Media Effectiveness—1990

ADI	Hispanic Population (in 000s)	Hispanic Population (% of ADI)	Media Coverage (Hrs/Week)	Effectiveness Quotient**
El Paso*	508	68%	3265	6.33
San Diego*	463	19%	2219	4.79
Albuquerque	556	39%	1571	2.83
McAllen-Brownsville*	617	87%	1696	2.75
San Antonio*	890	52%	2018	2.27
Phoenix	422	16%	948	2.25
Houston	743	19%	1518	2.04
Miami	925	28%	1618	1.75
Chicago	885	10%	1120	1.27
San Fran/San Jose	883	15%	874	.99
Los Angeles	4,388	31%	2762	.63
New York	2,655	14%	1287	.48

*Includes stations in Mexico.
**Programming divided by population.

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Ad Sales: Stuck In Single Digits

Corporate ad spending is barely keeping pace with inflation.

By Joseph Wells

Hispanic Business magazine has been tracking an ad spending slowdown in the Hispanic market for three years now. After its impressive growth of 23 percent in 1987, this market hit a snag in 1988. Our headline that year read, "Corporate Ad Spending Takes a Dive." Then in December 1989 we reported a drop to single-digit growth in the Hispanic segment, despite predictions of robust increases made by *Newsweek, Inc.* magazine, and others. And now we must report what appears to be a trend.

But how can we say corporate spending in the Hispanic market is slowing when the figures on the chart show *faster* growth this year—at an estimated rate of 8 percent, versus 6 percent last year?

Because other factors come into play. In 1989 the cost of living went up 4.8 percent according to the Bureau of Labor Statistics, while ad spending growth stayed just ahead of inflation, at 6 percent. As of September 1990, however, inflation was running at 7.1 percent, about neck and neck with ad spending, and by the end of the year it may be even higher.

One important change in our data gathering methodology this year is that the two leading television networks—Telemundo and Univision Holdings—formally declined to give us projections of their current year's revenue growth. Further, they said they prefer to release only audited statements of their actual 1990 performance later, in 1991.

We did, however, get 1990 ad revenue projections for both Telemundo and Univision from industry insiders and experts who track network ad spending closely, and we believe this data has in fact enhanced the accuracy of our figures. Nevertheless, these are only estimates, and we adjust them each year as necessary when the final audited results are in.

Another important point is that the data as we receive them are for gross revenues, as reported for Spanish television elsewhere in this issue (see the article entitled "More Mouths to Feed!"). But the estimates for all the media ad spending given in the accompanying chart are net revenues. That is, we have adjusted the gross figures to exclude the standard percentage of advertisers' dollars that goes to advertising agencies and rep firms as a commission for placing the ads. Net revenues, provided here, are what the various media would report as taxable revenue.

Our chart this year also reflects an adjustment in last year's report of net television ad spending. Last year, due to a confusion in terminology, we were mistakenly given net figures identifed as gross revenues by one of the TV networks. When we adjusted these figures, the resulting number made it seem that TV ad spending had declined in 1989, when in fact it had increased. This inaccuracy in the 1989 figures, and in an update provided last February, here stands corrected.

Because our research has established **Hispanic Business** magazine's annual December media report as the benchmark for tracking the Hispanic market, we will continue to refine our methods of gathering and testing this vital information. As this year closes we find the market flat, and as the market moves into 1991 we'll be tracking all the vital signs.

Share of Advertising Expenditures in the Hispanic Market—by Medium

This table represents the market share of each medium by year as a percentage of the total advertising expenditures directed toward the U.S. Hispanic market. The media are placed into five groups. Figures for 1990 are estimated.

	Percent of Total Expenditures					
MEDIUM	**1985**	**1986**	**1987**	**1988**	**1989**	**1990**
National TV	16.5	16.1	21.2	22.4	20.5	22.7
National Radio	12.6	11.8	9.9	8.2	8.8	8.8
Group Total	**29.1**	**27.9**	**31.1**	**30.6**	**29.3**	**31.5**
Local TV	19.4	19.6	24.1	23.2	20.6	20.9
Local Radio	22.8	20.9	23.2	23.8	25.6	24.8
Group Total	**42.2**	**40.5**	**47.3**	**47.0**	**46.2**	**45.7**
Independent TV Group	**6.1**	**10.6**	*	**0.2**	**0.4**	**
Print Group	**9.9**	**8.3**	**9.6**	**9.0**	**9.8**	**9.4**
Outdoor	2.7	3.0	2.9	3.0	3.0	2.7
Promotion	9.0	8.8	8.0	9.3	10.5	10.0
Transit	0.9	0.9	0.9	0.8	0.8	0.7
Group Total	**12.6**	**12.7**	**11.8**	**13.1**	**14.3**	**13.4**
Grand Total (%)	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Grand Total ($M)	**$333.5**	**$398.0**	**$490.7**	**$550.1**	**$583.6**	**$628.2**
Annual Growth	**17%**	**19%**	**23%**	**12%**	**6%**	**8%**

*Telemundo consolidation temporarily eliminated the Independent TV category.

**Galavision's move to network status temporarily eliminated the Independent TV category.

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JANUARY 1991

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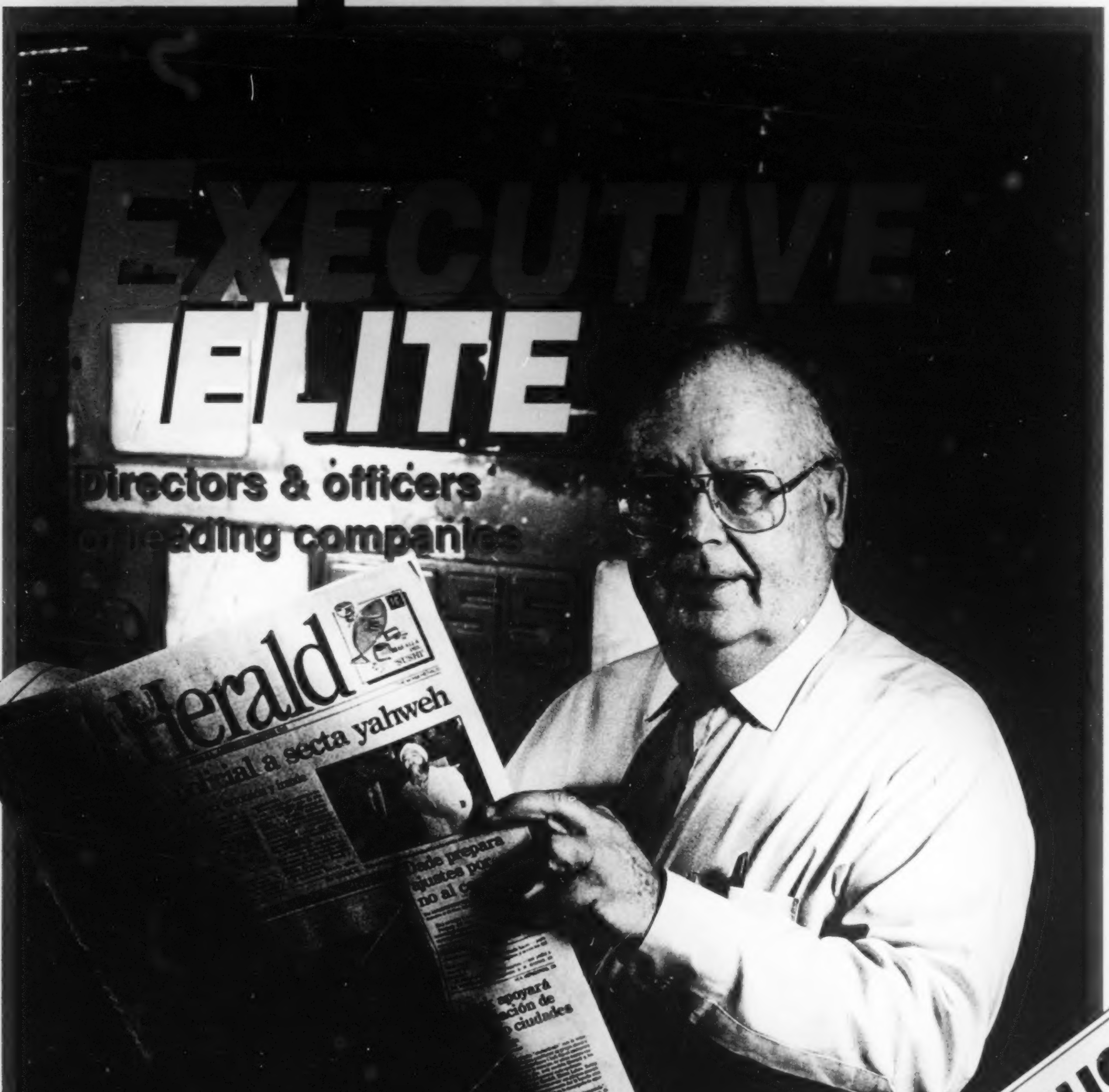
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ciudades

EXECUTIVE ELITE

Directors & officers of leading companies

SPECIAL BONUS

The 1991 Book of List

HispanicBUSINESS

The magazine for growth companies and ladder-oriented professionals

January 1991 Volume 13, Number 1

Conference

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Let's Talk Business UT-Pan American hosts the fifth international Hispanic Symposium on Business and the Economy, to be held in Texas on February 6 through 9.

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Leadership in Changing Times America's top executives rise to the challenge of unprecedented changes in the domestic economy and global business scene.

Book of Lists

19

The 1991 Corporate Resource Book This pull-out resource book is a collection of our most requested lists. Keep it on your desk for easy reference.

Directors

48

Corporate Directorships on Hold Despite the popularity of ethnic "diversity" in corporate America, the number of Hispanics serving on *Fortune* 1,000 boards has declined.

Purchasing

54

Contacts for Contracts Purchasing contacts at major U.S. corporations. If you're a minority subcontractor or vendor looking for customers, you really need this list!

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Richard L. Carrion is CEO of Banco Popular de Puerto Rico, which recently merged with BanPonce Corporation.

12

Bill Davila is president of Vons Companies, Southern California's leading grocery retailer.

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The readers respond.

Cover I.D.

Roberto Suarez is publisher of *El Nuevo Herald* and president of the *Miami Herald*. This month's cover design by Buffalo Brothers Studios West.

BPA MEMBERSHIP APPLIED FOR 1/90.

DIRECT LINE

Who hasn't at one time or another griped about the pace of change in business? Who hasn't, for example, mastered a computer program only to see it superceded?

Change—the constant recycling of reality—is the bane of modern civilization. Or is it?

Our society has entered a worldwide information age. In the global marketplace, deals are done in the time it takes data to move from Tokyo to Los Angeles. *What* you know is becoming as important as who you know. Author Alvin Toffler has a word for it: "powershift," which also happens to be the title of his latest book.

The top of the pyramid of power has always been narrow. In the past, you could feel pretty secure when you got there. But in the new age of infotechnology this is no longer the case. New men and women, trained in new skills, are taking over the boardrooms and executive suites. We believe increasing numbers of them will be Hispanic, in a business environment that by its nature is beginning to ignore national frontiers.

The point is: change *is* opportunity for the leaders who are prepared for it. That's one reason this issue singles out those who are at the forefront of change—the board members and top executives of the country's biggest companies—whom we call the "Hispanic corporate elite."

The Hispanic *Fortune* 1,000 board members interviewed for this issue assure us that networking and who they knew was indeed an essential ingredient in their selection. But they add that the Hispanics who develop such contacts also have an increasing advantage in their bicultural background, not to mention the fact that most of them have had to prepare themselves just a little better than the mainstream competition. As Contributing Editor Joel Russell reports in the article on corporate directorships, companies say they are seeking out more quality in their directors, wherever they can find it.

And, as Senior Editor Rick Mendosa reports in the cover story—"Leadership in Changing Times"—many of the executives on this year's listing of Hispanics in top corporate slots have changed their companies or positions since last year.

Information and opportunity are the key themes for Hispanic-owned businesses too. That is why our regular "Contacts for Contracts" listings have had such an enthusiastic reception among the Hispanic business community. This information, which Research Associate Joseph Wells updates and expands each six months, identifies the purchasing agents in major corporate and government agencies specifically responsibile for contracting with minority-owned businesses.

To further facilitate such contacts, Hispanic-owned businesses may also submit their names for inclusion in **HispanLink**, a databank HISPANIC BUSINESS makes available to corporations seeking minority vendors. The introduction to "Contacts for Contracts" provides the details.

Another feature this month is the annual "Book of Lists." This corporate resource book provides our most requested lists in a handy pull-out form.

So, if knowledge is power, here it is.

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The HISPANIC BUSINESS *Corporate* RESOURCE BOOK
Book of Lists

SPECIAL SUPPLEMENT

Hispanic Employee Organizations In Major U.S. Corporations

Company	Organization	Top Officers
Allstate Insurance Co.	Hispanic Forum	Lee Cockrum, President (708) 402-3469
American Telephone & Telegraph Co. (AT&T)	Hispanic Association of AT&T Employees (HISPA)	Ben Cavazos, President (201) 658-6398; Heddy Peña, Vice President
Avon Products, Inc.	Avon Hispanic Network	Arleane Baltruisitis, Chairperson (212) 546-8053, and Felicia Farentino, Co-Chairperson
Bellcore Inc.	Bellcore Association of Hispanics in Telecommunications	Juan Gutierrez, President (809) 829-3020
Digital Equipment Corp. (DEC)	Hispanic Leadership Group	Rosaura Cepeda, Chairperson (508) 467-5770
Illinois Bell Telephone Co.	Hispanic Bell Management Association (HBMA)	Henry Lara, President (312) 727-5619
McDonald's Corp.	McDonald's Hispanic Employee Network	Joe Quijano, Ed Florez, Charlie Barajas, Francisco Montejano (312) 575-6373, Lorenzo Uribe, Haydee Olinger, Stella Puterbaugh, members of the Steering Committee
Nynex Corp.	Hispanic Support Organization (HSO)	Luis Lopez (212) 302-6635, Robert Ramirez, Carmen Rivera, Lourdes Torres, Nelson Zapata, members of the Executive Board
Pacific Gas and Electric Company	Hispanic Employee Organization	Jose Martinez, President (209) 576-6613
Pacific Telesis Group	Latino Professional Association	Francisco de la Cruz, President (415) 823-8299
Southern New England Telephone	Council of Hispanic Managers	John E. Padilla, President (203) 771-1418
Southwestern Bell Corp.	Hispanic Association of Communication Employees (HACEMOS)	David Ortiz, President, National Governing Board (915) 542-2151
U S West Inc.	SOMOS, a U S West Hispanic Resource Network	Felix A. Alvarez, Regional President (206) 947-8085
Xerox Corp.	Hispanic Association for Professional Advancement (HAPA)	David Cuestas, National President (214) 830-5761

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The 100 *Fastest Growing Companies*

Rank	Company/Location/Type Business	Sales Growth 1985-1989 Percent Increase	Sales Growth 1985-1989 Compound Annual Rate	Gross Sales* 1985	Gross Sales* 1989	Profit Range** '85	Profit Range** '89	No. of Employees '85	No. of Employees '89	Year Started
1	**Arcom Electronics Inc.**, San Jose, CA Data Com. Hardware Dist.	20037.47	276.70	0.03	6.01	EE	DD	2	30	1985
2	**Comprehensive Technologies Int'l**, Chantilly, VA Software Development	11794.74	230.25	0.10	11.30	EE	CC	3	205	1980
3	**McBride and Associates Inc.**, Albuquerque, NM Computer Products/Services	11740.00	229.87	0.13	14.80	CC	CC	2	27	1985
4	**Atlantic Resources Corp.**, Reston, VA Research & Development	7769.34	197.84	0.02	1.95	CC	AA	2	65	1984
5	**Orion Int'l Technologies Inc.**, Albuquerque, NM Engr./Scientific Services	5968.28	179.10	0.06	3.63	EE	CC	4	55	1984
6	**Scientech Inc.**, Idaho Falls, ID Engineering/Mgt. Consulting	5900.00	178.32	0.15	9.00	BB	BB	8	120	1983
7	**Jason Int'l Optical Inc.**, Elizabeth, NJ Eyeglass Frames	2910.20	134.23	0.10	2.95	CC	AA	4	13	1983
8	**Simdex Co. Inc.**, Houston, TX Vocational/Technical Schools	1884.97	111.08	0.26	5.23	BB	AA	12	140	1985
9	**The Vincam Group**, Miami, FL Diversified Group	1781.25	108.26	1.60	30.10	CC	CC	80	1850	1984
10	**TMC Electronics Corp.**, Miami, FL Electronic Parts Dist.	1546.29	101.43	0.18	2.88	BB	BB	2	3	1984
11	**ITC Personnel Services**, Houston, TX Personnel Services	1528.74	100.89	0.15	2.41	EE	CC	2	6	1985
12	**M&M Automated Services Corp.**, Amherst, NH Computer Supplies	1372.87	95.90	0.26	3.80	CC	BB	3	8	1982
13	**Pueblo Broadcasting Corp.**, Houston, TX Television Advertising	1235.11	91.15	0.54	7.26	EE	BB	2	46	1984
14	**Odell's Int'l Licensing**, Miami, FL Marketing/Promo. Items	1150.00	88.03	0.20	2.50	EE	AA	3	29	1985
15	**RJO Enterprises Inc.**, Lanham, MD Government R&D	1104.92	86.31	5.00	60.25	CC	DD	100	600	1979
16	**Melloul Travel Consultants**, Coral Gables, FL Travel Management	1025.00	83.14	1.20	13.50	CC	BB	3	20	1961
17	**Tamez-Thomas Inc.**, Houston, TX Masonry Contracting	991.20	81.75	0.50	5.46	BB	BB	25	125	1985
18	**Jay Automotive Specialties Inc.**, Berlin, PA Automotive Parts	904.16	78.01	1.29	12.95	EE	CC	15	81	1976
19	**J.R. Food Service Inc.**, Chino, CA Food Services	833.33	74.79	0.45	4.20	AA	BB	7	17	1981
20	**E.T. LaFORE Inc.**, Denver, CO General Contracting	798.70	73.14	1.09	9.80	EE	CC	16	45	1977
21	**Lucero & Assoc. Inc.**, Idaho Falls, ID Computer Sales/Service	769.10	71.70	0.94	8.13	BB	BB	3	16	1984
22	**Shifa Services Inc.**, Hackensack, NJ Janitorial Services	695.40	67.94	0.65	5.17	CC	CC	80	210	1980
23	**Cordoba Corp.**, Los Angeles, CA Systems Devel. Consulting	639.37	64.90	0.68	5.00	CC	BB	9	100	1983
24	**South Florida Health Alliance**, Miami, FL Medical Supplies	632.55	64.52	1.30	9.52	CC	CC	5	18	1983
25	**Spectrum Communications**, Corona, CA Voice/Data Design	627.94	64.26	0.07	0.50	BB	AA	3	15	1985
26	**Serrot Corp.**, Huntington Beach, CA Pond/Tank Linings	607.14	63.07	2.80	19.80	CC	CC	46	160	1978
27	**Rivasal Int'l**, Cincinnati, OH Int'l Marketing	550.00	59.67	1.00	6.50	DD	BB	1	3	1982
28	**Union General Insurance Co.**, Miami, FL Auto Insurance	532.22	58.57	1.80	11.38	EE	BB	10	52	1985
29	**Di-REC Services**, Dallas, TX Personnel Services	522.84	57.98	0.33	2.08	BB	BB	3	5	1983
30	**Eagle Transportation & Warehousing**, Miami, FL Transportation/Warehousing	505.56	56.87	0.61	3.70	CC	BB	9	48	1982
31	**Nick Mendoza Productions**, Burbank, CA Commercials Production	500.00	56.51	0.50	3.00	EE	BB	5	10	1984
32	**Tramex Travel**, Austin, TX Travel Services	500.00	56.51	1.50	9.00	CC	CC	5	34	1984
33	**L&M Technologies Inc.**, Albuquerque, NM Engineering	490.91	55.91	1.10	6.50	CC	CC	35	160	1972

*In millions of dollars. **Profit Range: AA/16% or more; BB/6%-15%; CC/1%-5%; DD/0%-1%; EE/loss. H [illegible] B [illegible]. Reprinting or copying all or part of this information requires written permission.

The 100 *Fastest Growing Companies*

		Sales Growth 1985-1989		Gross Sales*		Profit Range**		No of Employees		
Rank	Company/Location/Type Business	Percent Increase	Compound Annual Rate	1985	1989	'85	'89	85	89	Year Started
34	**Uniforce Temporary Services**, Farmington, NM Temporary Personnel Services	479.61	55.16	0.55	3.20	BB	BB	7	14	1981
35	**Paragon Builders Inc.**, Laredo, TX General Contracting	473.30	54.74	0.40	2.29	BB	AA	1	9	1979
36	**North Shore & Central IL Freight Co.**, Forest View, IL Trucking Services	462.50	54.00	0.80	4.50	DD	BB	8	49	1930
37	**TR Cos.**, Houston, TX Personnel Services	455.92	53.55	1.56	8.68	—	BB	10	46	1984
38	**Spanish Broadcasting System**, New York, NY Radio Stations	450.00	53.14	6.00	33.00	AA	AA	90	150	1983
39	**Main Line Foto Inc.**, Conshohocken, PA Photographic Product Sales	441.67	52.56	1.20	6.50	CC	AA	5	16	1983
40	**Corella Electric Inc.**, Phoenix, AZ Electrical Contracting	430.31	51.75	2.07	11.00	—	BB	17	45	1978
41	**Scion Steel Inc.**, Warren, MI Steel Dist.	429.17	51.67	2.40	12.70	AA	AA	4	23	1984
42	**CMA Inc.**, El Paso, TX Construction Management	422.80	51.21	2.52	13.20	BB	CC	55	90	1983
43	**Hernandez Engineering Inc.**, Houston, TX Engineering Services	422.20	51.17	0.71	3.71	CC	CC	6	50	1983
44	**Computer Resource Management Inc.**, Herndon, VA Computer Software Services	415.77	50.70	1.93	9.98	CC	CC	35	180	1978
45	**Manny Varas & Assoc.**, Miami, FL Insurance	408.33	50.15	1.20	6.10	BB	BB	96	704	1976
46	**Proftech Corp.**, Tarrytown, NY Office Supplies/Equipment	400.00	49.53	2.10	10.50	AA	AA	25	65	1980
47	**Biomedical Int'l Corp.**, Miami, FL Medical/Lab. Products Dist.	383.80	48.31	0.63	3.04	CC	BB	3	7	1982
48	**Alto Systems Inc.**, La Mirada, CA Warehouse/Dist.	383.45	48.28	0.72	3.48	CC	BB	15	50	1983
49	**Alliance Supply Inc.**, Newton, MA Stocking Dist.	380.00	48.02	0.75	3.60	BB	CC	5	18	1985
50	**Jesse Fence Co. Inc.**, Houston, TX Fence Retail/Whsl.	373.21	47.49	0.56	2.65	CC	BB	15	70	1983
51	**Letterpress Unlimited**, Santa Ana, CA Foil Stamping/Embossing	370.00	47.24	0.50	2.35	BB	BB	15	60	1978
52	**Pacifica Services Inc.**, Pasadena, CA Civil Engineering	360.53	46.49	7.60	35.00	BB	BB	186	590	1979
53	**Northeast Commonwealth Inc.**, Lakewood, NJ Heavy Construction	351.71	45.79	2.10	9.49	CC	AA	12	30	1978
54	**Infotec Development Inc.**, Santa Ana, CA High Tech. Engineering	351.14	45.74	11.78	53.12	CC	CC	125	718	1978
55	**Plastec U.S.A. Inc.**, Miami, FL Plastic/Chemical Sales	350.00	45.65	2.00	9.00	BB	BB	3	9	1985
56	**Textile Machines Imp. Exp. Co. Inc.**, Roebuck, SC Textile Machine Sales	344.85	45.23	1.25	5.58	EE	DD	12	25	1978
57	**Salas Concessions Inc.**, Nashville, TN Food Services	343.30	45.10	0.82	3.65	BB	BB	4	357	1980
58	**Economy Laundries**, El Paso, TX Industrial Laundry	338.34	44.69	2.79	12.21	BB	BB	150	400	1972
59	**Nat'l Commun. Sales Promo. Limited Corp.**, Miami, FL Sales Promotions	338.13	44.68	0.80	3.51	CC	CC	9	28	1982
60	**Algus Enterprises Inc.**, Miami, FL Tires/Tubes Dist.	337.50	44.63	2.40	10.50	—	—	8	16	1974
61	**Miranda Assoc. Inc.**, Washington, DC Int'l Management Services	337.50	44.63	1.60	7.00	CC	BB	30	30	1975
62	**Ram Enterprises Inc.**, Valencia, CA Electronic Cable Mfg.	333.33	44.28	1.20	5.20	—	—	2	21	1985
63	**Carrillo Cement Contractor Inc.**, Anaheim, CA Concrete Contracting	324.41	43.53	0.99	4.21	AA	AA	9	45	1978
64	**Fernandez & Assoc.**, Denver, CO Accounting Services	322.22	43.35	0.59	2.47	DD	BB	32	96	1976
65	**National Systems & Research Co.**, Colorado Springs, CO Information Systems Services	321.51	43.29	5.60	23.60	CC	CC	162	468	1980
66	**Interamerican Trading & Products**, Miami, FL Frozen Seafood Importing	320.00	43.16	2.50	10.50	CC	CC	5	3	1983

*In millions of dollars **Profit Range AA 16% or more; BB 6%-15%; CC 1%-5%; DD 0%-1%; EE loss

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The 100 *Fastest Growing Companies*

Rank	Company/Location/Type Business	Sales Growth 1985-1989 Percent Increase	Sales Growth 1985-1989 Compound Annual Rate	Gross Sales* 1985	Gross Sales* 1989	Profit Range** 85	Profit Range** 89	No. of Employees 85	No. of Employees 89	Year Started
67	**World Variety Produce Inc**, Los Angeles, CA Wholesale Produce	316.67	42.87	3.60	15.00	—	—	20	75	1984
68	**Hugo's Cleaning Service Inc.**, Lisle, IL Janitorial Services	311.18	42.40	2.43	10.00	DD	CC	100	450	1971
69	**Alaniz & Sons Inc.**, Mt. Pleasant, IA Direct Mail Services	306.66	42.01	1.98	8.03	—	—	50	379	1978
70	**Ready State Bank**, Hialeah, FL Commercial Bank	304.64	41.83	3.94	15.94	BB	BB	47	133	1983
71	**Equity Temporary Services**, New York, NY Temporary Personnel Services	300.00	41.42	1.00	4.00	EE	BB	2	10	1985
72	**Precision Trading Corp.**, Miami, FL Consumer Electronics	298.10	41.25	16.08	64.00	—	BB	13	35	1979
73	**Eagle Brands Inc.**, Miami, FL Beer Distributorship	297.83	41.23	18.40	73.20	—	—	50	183	1984
74	**R&R Masonry Inc.**, North Hollywood, CA Masonry Contracting	295.76	41.04	2.89	11.43	BB	—	50	85	1963
75	**El Paso-Fairview Foods Inc.**, El Paso, TX Egg Dist.	295.75	41.04	0.81	3.20	CC	CC	5	14	1985
76	**JJJ Floor Covering Inc.**, Whittier, CA Carpet/Floor Covering	294.44	40.93	1.80	7.10	BB	AA	15	35	1964
77	**Maya Construction Co.**, Tucson, AZ General Contracting/Engr.	288.55	40.40	14.16	55.00	BB	CC	182	320	1977
78	**Securiguard Inc.**, McLean, VA Security Guard Service	285.74	40.14	2.83	10.92	CC	CC	185	525	1982
79	**Chem-Tech Systems Inc.**, Los Angeles, CA Chemical Storage Facility	274.81	39.14	2.10	7.86	DD	BB	32	40	1980
80	**Valor Financial Group**, Miami, FL Life/Health Insurance	274.24	39.09	0.98	3.65	EE	BB	21	54	1976
81	**Greenbar Corp.**, Thornton, CO Computer Sales/Service	273.52	39.02	0.88	3.29	DD	CC	4	17	1984
82	**Cacique Inc.**, City of Industry, CA Cheese & Meat Mfg./Dist.	269.52	38.65	10.50	38.80	BB	BB	80	195	1974
83	**Ferrous Metal Processing Inc.**, Brooklyn, OH Sheet Metal Processing	263.09	38.04	2.64	9.60	BB	BB	38	123	1983
84	**Campos Construction Co.**, Omaha, NE General Contracting	257.14	37.47	2.10	7.50	CC	CC	15	48	1977
85	**Diamonette Party Supplies**, Miami, FL Retail Party Supplies	256.17	37.38	0.26	0.93	DD	EE	6	18	1984
86	**R&D Development Inc.**, Chicago, IL General Contracting	253.33	37.10	1.87	6.62	BB	CC	30	65	1977
87	**Advanced Data Concepts Inc.**, Portland, OR Computer Systems	250.78	36.85	1.31	4.60	BB	CC	70	190	1978
88	**Mexican Industries in Michigan Inc.**, Detroit, MI Automotive Trim Mfg.	249.13	36.69	10.90	38.06	CC	CC	135	261	1979
89	**A&C Export Corp.**, Miami, FL Office Supply Export	248.55	36.64	0.66	2.29	CC	BB	5	9	1980
90	**Apache Construction Co. Inc.**, Albuquerque, NM General Contracting	247.55	36.54	1.49	5.18	DD	CC	20	30	1981
91	**H-R Industries Inc.**, Richardson, TX Circuit Board Mfg.	247.32	36.52	3.23	11.23	EE	CC	53	100	1976
92	**JCI Environmental Services**, Los Angeles, CA Hazardous Waste Disposal	246.13	36.40	4.25	14.70	—	CC	38	50	1969
93	**Florida Desk Inc.**, Oviedo, FL Office Furniture	245.99	36.38	1.16	4.00	CC	BB	15	40	1979
94	**Sardo Corp.**, Novi, MI Concrete Construction	242.82	36.07	3.35	11.50	CC	CC	85	110	1956
95	**Rosas Computer Co. Inc.**, Corpus Christi, TX Computer Sales	237.81	35.57	2.70	9.12	BB	BB	26	68	1983
96	**Borbon Inc.**, Buena Park, CA Painting/Wall Covering	233.33	35.12	1.50	5.00	CC	BB	25	60	1976
97	**El Rey Sausage Co. Inc.**, Vernon, CA Sausage Mfg.	233.33	35.12	1.50	5.00	—	DD	18	51	1983
98	**Super Mex Inc.**, Sun Valley, CA General Contracting	226.67	34.44	4.50	14.70	BB	BB	25	65	1975
99	**Alamo Technology Inc.**, San Antonio; TX Engineering/Mfg.	225.95	34.37	1.40	4.58	CC	BB	20	50	1981
100	**Intercontinental Metals Inc.**, Miami, FL Aerospace Metals Dist.	216.60	33.39	6.63	21.00	—	BB	18	34	1978

*In millions of dollars **Profit Range–AA/16% or more, BB/6%-15%, CC/1%-5%, DD/0%-1%, EE/loss

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The 500 Directory

Rank							
1989	1988	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1989 Sales*
1	1	**Bacardi Imports, Inc.**, Miami, FL	Juan Grau	Import/Dist. Rum/Wine	280	1944	$500.00
2	2	**Goya Foods, Inc.**, Secaucus, NJ	Joseph Unanue	Hispanic Food Mfg./Mktg.	1500	1936	320.00
3	3	**Sedano's Supermarkets**, Miami, FL	Manuel A. Herran	Supermarket Chain	1360	1962	198.24
4	5	**Handy Andy Supermarkets**, San Antonio, TX	A. Jimmy Jimenez	Supermarket Chain	1892	1983	155.74
5	4	**Galeana Van Dyke Dodge**, Warren, MI	Frank Galeana	Auto Dealerships	241	1965	141.93
6	13	**Pizza Management, Inc.**, San Antonio, TX	Arturo G. Torres	Restaurant Chain	4500	1972	134.50
7	7	**Frank Parra Chevrolet, Inc.**, Irving, TX	Frank Parra	Auto Dealerships	245	1971	125.75
8	12	**Ancira Enterprises, Inc.**, San Antonio, TX	Ernesto Ancira, Jr.	Auto Dealerships	264	1983	117.65
9	•	**Int'l Bancshares Corp.,**** Laredo, TX	Dennis E. Nixon	Commercial Banks	322	1966	114.88
10	14	**Capital Bancorp,**** Miami, FL	Abel Holtz	Commercial Bank	650	1974	110.28
11	6	**Gus Machado Enterprises, Inc.**, Hialeah, FL	Gus Machado	Auto Dealerships	315	1982	102.23
12	11	**Northwestern Meat, Inc.**, Miami, FL	Elpidio Nunez	Wholesale Beef/Seafood Dist.	110	1961	96.31
13	•	**Sekin Transport Int'l**, Dallas, TX	Peter Gibert	Customs Broker/Freight Fwdg.	162	1984	89.00
14	17	**Condal Distributors, Inc.**, Bronx, NY	Manuel B. Fernandez	Wholesale Food Dist.	250	1968	87.00
15	•	**Gaseteria Oil Corp.**, Long Island City, NY	Oscar Porcelli	Gasoline Stations	440	1973	85.00
16	24	**Lloyd A. Wise Cos., Inc.**, Oakland, CA	Anthony A. Batarse, Jr.	Auto Dealerships	150	1914	82.70
17	15	**El Chico Corp.,**** Dallas, TX	Gilbert Cuellar, Jr.	Restaurant Chain	3800	1940	81.34
18	35	**Mexalloy Int'l, Inc.**, Mobile, AL	Enrique Gomez Palacio	Ferroalloys Dist.	8	1983	80.94
19	16	**H&H Meat Products, Inc.**, Mercedes, TX	Ruben E. Hinojosa	Meat Packing/Dist.	350	1947	79.00
20	19	**Travelmasters, Inc.**, Arlington Heights, IL	George Brandes	Corporate Travel Consulting	102	1973	78.20
21	20	**Perez Interboro Asphalt Co., Inc.**, Brooklyn, NY	Robert Perez	Asphalt Mfg./Construction	350	1972	76.70
22	18	**American Int'l Container**, Miami, FL	Remedios Diaz Oliver	Glass Container Dist.	169	1976	76.50
23	21	**Rosendin Electric, Inc.**, San Jose, CA	Raymond J. Rosendin	Electrical Contracting	600	1919	76.00
24	22	**Eagle Brands, Inc.**, Miami, FL	Carlos de la Cruz	Beer Distributorship	183	1984	73.20
25	28	**Banana Services, Inc.**, Coral Gables, FL	Rodrigo Jimenez P.	Banana Importing	12	1981	65.63
26	23	**Precision Trading Corp.**, Miami, FL	Israel Lapciuc	Consumer Electronics	35	1979	64.00
27	33	**RJO Enterprises, Inc.**, Lanham, MD	Richard J. Otero	Government R&D	600	1979	60.25
28	29	**TELACU,** Los Angeles, CA	David C. Lizarraga	Holding Company	550	1968	60.00
29	42	**Ruiz Food Products, Inc.**, Tulare, CA	Frederick R. Ruiz	Mexican Food Mfg.	800	1966	56.80
30	47	**Maya Construction Co.**, Tucson, AZ	Roberto C. Ruiz	General Contracting/Engr.	320	1977	55.00
31	36	**Frederick Chevrolet Cadillac, Inc.**, Lebanon, PA	Frederick C. Laurenzo	Auto Dealership	93	1984	54.01
32	39	**Infotec Development, Inc.**, Santa Ana, CA	J. Fernando Niebla	High Tech. Engineering	718	1978	53.12
33	38	**Metro Ford, Inc.**, Miami, FL	Lombardo Perez	Auto Dealerships	123	1983	52.63
34	30	**Gator Industries, Inc.**, Hialeah, FL	Guillermo Miranda, Jr.	Shoe Mfg.	985	1969	52.00
35	50	**Vega Enterprises, Inc.**, Las Vegas, NV	Rafael E. Vega	Food Service/Whls./Sales	110	1983	51.52
36	44	**Avanti Press, Inc.**, Miami, FL	Jose Arriola	Web Offset Printing	380	1965	51.00
37	32	**Colsa, Inc.**, Huntsville, AL	Francisco J. Collazo	Engineering Services	500	1980	50.00
38	27	**La Reina Cos., Inc.**, Los Angeles, CA	Mauro P. Robles, Sr.	Mexican Food Mfg.	550	1958	48.00
39	41	**Ramos Oil Co., Inc.**, West Sacramento, CA	William Ramos	Petroleum Products Dist.	102	1951	46.00
40	60	**AIB Financial Group, Inc.**, Miami, FL	Jose M. Alvarez	Holding Co./Insurance	226	1986	45.60
41	67	**Refricenter of Miami, Inc.**, Miami, FL	Cirilio Hernandez	Air Cond./Supply/Service	155	1971	45.28
42	45	**Business Men's Insurance Corp.**, Miami, FL	Tony M. Sierra	Life/Health Insurance	56	1973	45.00
43	48	**World Travel & Incentives, Inc.**, Minneapolis, MN	Robert L. Cox	Travel Service	140	1975	40.00
44	37	**Angel Echevarria Co., Inc.**, Los Angeles, CA	Angel M. Echevarria	Flotation Mattress Mfg.	310	1966	39.00
45	58	**Cacique, Inc.**, City of Industry, CA	Gilbert L. de Cardenas	Cheese & Meat Mfg./Dist.	195	1974	38.80
46	71	**Mexican Industries in Michigan, Inc.**, Detroit, MI	Henry J. Aguirre	Automotive Trim Mfg.	135	1979	38.06
47	51	**Mason Distributers, Inc.**, Miami, FL	Carlos J. Rodriguez	Vitamins/Healthcare Dist.	220	1967	36.70
48	53	**Gato Distributors**, Miami, FL	Juan A. Galan, Jr.	Wholesale Beer Dist.	128	1986	36.00
49	•	**Barrientos & Associates, Inc.**, Madison, WI	Julian Barrientos	Engr./Architectural Consulting	70	1964	35.50
50	70	**Pacifica Services, Inc.**, Pasadena, CA	Ernest M. Camacho	Civil Engineering	590	1979	35.00

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51	57	**1-Day Paint & Body Centers, Inc.**, Torrance , CA	Javier R. Uribe	Auto Painting/Bodywork	650	1967	33.10
52	90	**Spanish Broadcasting System**, New York, NY	Raul Alarcon, Jr.	Radio Stations	150	1983	33.00
53	65	**Magnet Industrial Group, Inc.**, Milford, CT	John Soto	Aircraft Parts Mfg.	300	1970	32.00
54	62	**Popular Ford Sales, Inc.**, Brooklyn, NY	Harry Risso	Auto Dealership	72	1980	31.56
55	•	**The Vincam Group, Miami**, FL	Carlos A. Saladrigas	Diversified Group	1850	1984	30.10
56	49	**Computer Dynamics, Inc.**, Virginia Beach, VA	R. Alan Fuentes	System Integration	450	1979	30.00
57	66	**Reynoso Bros. Int'l**, Vernon, CA	Jose Reynoso	Mexican Food Mfg.	100	1979	30.00
58	74	**Advanced Sciences, Inc.**, Albuquerque, NM	Ed L. Romero	Engineering/Environ. R&D	320	1977	29.60
59	72	**La Cena Fine Foods Ltd.**, Saddle Brook, NJ	Vicente P. Puig	Food Imports/Dist.	92	1963	29.50
60	75	**Best Western Paving Co.**, Walnut, CA	James Ortega	Gen. Engineering/Paving	100	1976	29.00
61	80	**Riana Enterprises, Inc.**, Baton Rouge, LA	Jose R. Tarajano	General Contracting	500	1974	29.00
62	115	**Stadium Lincoln-Mercury**, Youngstown, OH	Flor H. Navarro	Auto Dealership	81	1982	29.00
63	69	**Sanchez O'Brien Oil & Gas Corp.**, Laredo, TX	A.R. Sanchez, Sr.	Oil/Gas Exploration	67	1973	28.00
64	79	**J.T. Slocomb Co.**, S. Glastonbury, CT	E. John Gregory	Aircraft Engine Components	340	1891	27.80
65	88	**El Dorado Furniture Corp.**, Miami, FL	Manuel Capo	Retail Home Furnishings	209	1967	27.61
66	64	**Metro Litho, Inc.**, Moonachie, NJ	Manuel de Torres	Lithographic Repro./Printing	120	1964	27.00
67	56	**M&E Ford Sales, Inc.**, Meriden, CT	Manuel Pombo	Auto Dealership	70	1963	26.75
68	73	**Camino Real Chevrolet**, Monterey Park, CA	Mike A. Hernandez	Auto Dealership	96	1976	26.00
69	•	**Malaco Int'l, Inc.**, San Francisco, CA	Manuel Llama	Petroleum Products/Chemicals	7	1977	26.00
70	81	**All-State Packing Co., Inc.**, San Antonio, TX	Jesse M. Quiroz	Beef Packing	80	1966	25.50
71	87	**Quality Roofing Co., Inc.**, Passaic, NJ	Roger Martin	Roofing Contracting	250	1972	25.20
72	94	**De La Torre Imports, Inc.**, Miami, FL	Homero R. de la Torre	Shoe Importing	15	1977	25.04
73	61	**The Bared & Company, Inc.**, Miami, FL	Jose Bared	Mechanical Contracting	125	1967	25.00
74	89	**Ninfa's, Inc.**, Houston, TX	Roland Laurenzo	Mexican Restaurants	850	1973	25.00
75	•	**Golden Triangle Ford, Inc.**, Eustis, FL	J.C. Thomas	Auto Dealership	66	1980	24.89
76	83	**C&F Foods, Inc.**, City of Industry, CA	Manuel G. Fernandez	Dry Food Dist./Exporting	65	1972	24.64
77	111	**National Systems & Research Co.**, Colo. Springs, CO	Celestino Archuleta	Information Systems Services	468	1980	23.60
78	92	**Sani Serv, Inc.**, Indianapolis, IN	G.E. Aguirre	Ice Cream & Yogurt Mach. Mfg.	170	1977	23.40
79	105	**F. Gavina & Sons, Inc.**, Vernon, CA	Pedro L. Gavina	Specialty Coffee Roasting	98	1967	23.00
80	103	**Rodriguez Festive Foods, Inc.**, Fort Worth, TX	Rudy Rodriguez, Jr.	Mexican Food Mfg.	450	1965	23.00
81	82	**Cantu Services, Inc.**, Burkburnett, TX	Ricardo M. Cantu	Food Service/Restaurant	1150	1981	22.07
82	130	**Dickshire Distributing**, El Paso, TX	Ramiro Guzman	Beer Distributing	95	1988	21.80
83	128	**Paul Young Chevrolet, Inc.**, Laredo, TX	Paul Young	Auto Dealership	86	1941	21.28
84	•	**Matlyn-Stofel Foods, Inc.**, Brooklyn, NY	Roberto Arguello, Sr.	Supermarket Chain	180	1982	21.22
85	96	**Cabo Distributing Co., Inc.**, S. El Monte, CA	Federico Cabo	Beverage/Food Dist.	37	1970	21.00
86	147	**Intercontinental Metals, Inc.**, Miami, FL	Antonio Guedes	Aerospace Metals Dist.	34	1978	21.00
87	110	**North Gables Hospital**, Coral Gables, FL	Darrell Guillory	Health Care	175	1984	21.00
88	100	**S.E.S., Inc.**, West Chicago, IL	Steven L. Martines	Construction Equip.	75	1968	20.79
89	•	**Antillean Marine Shipping Corp.**, Miami, FL	Manolo Rodriguez	Ocean Carrier	78	1963	20.72
90	101	**Abbott Group Ltd.**, Chicago, IL	Nelson Carlo	Holding Company	160	1978	20.00
91	136	**Arga's Mexican Food Products**, Whittier, CA	Robert Arciniaga	Mexican Food Mfg.	300	1959	20.00
92	126	**De Lara Travel Consultants**, Coral Gables, FL	Hector G. de Lara, Jr.	Corporate Travel Agent	42	1974	20.00
93	141	**Mendez Dairy/Tropical Cheese Co.**, Perth Amboy, NJ	Rafael Mendez	Dairy/Cheese Mfg.	65	1982	20.00
94	123	**Candy's Tortilla Factory, Inc.**, Pueblo, CO	Anthony Estrada	Mexican Food Mfg.	380	1982	19.90
95	•	**Interstate Courier, Inc.**, White Plains, NY	Roberto Vilato	Delivery Service	278	1976	19.85
96	84	**Serrot Corp.**, Huntington Beach, CA	Guillermo M. Torres	Pond/Tank Linings	160	1978	19.80
97	106	**Omniplan Corp.**, Culver City, CA	R.E. Montijo, Jr.	Technical/Consult. Service	480	1971	19.68
98	113	**Graphic Productions Co.**, Miami, FL	Noel Hernandez	Printers/Lithography	139	1974	18.80
99	54	**Jimenez Food Products, Inc.**, Fort Worth, TX	Raul Jimenez, Jr.	Mexican Food Mfg.	200	1953	18.80
100	114	**The Washington Consulting Group, Inc.**, Wash., DC	Armando C. Chapelli, Jr.	Management Consulting	275	1979	18.60

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101	108	**Rowland Coffee Roasters, Inc.**, Miami, FL	Jose Souto	Specialty Coffee Roasting	105	1960	18.30
102	•	**Evans Food Products Co.**, Chicago, IL	Alejandro Silva	Snack Food Mfg.	132	1948	18.20
103	•	**De La Fuente Cadillac Peugeot**, El Cajon, CA	Roque de la Fuente	Auto Dealership	42	1980	18.18
104	117	**Terrinvest, Inc.**, Miami, FL	Alejandro Robles	Property Development	20	1977	18.10
105	144	**Barrios Technology, Inc.**, Houston, TX	Emyre B. Robinson	Engr./Tech. Services	420	1980	17.80
106	148	**San Diego Wholesale Electronic**, San Diego, CA	Robert Zamarripa	Electrical Dist.	54	1983	17.50
107	99	**Dynamic Ocean Svs. Int'l, Inc.**, Houston, TX	Alexander G. Arroyos	Customs Broker/Freight Fwdg.	54	1969	17.31
108	129	**Spillis Candela & Partners, Inc.**, Coral Gables, FL	Hilario F. Candela	Architecture/Engineering	215	1926	17.19
109	86	**Ocean Dodge & Marine, Inc.**, Oakhurst, NJ	Tony Gomez	Auto/Boat Dealerships	40	1975	17.00
110	120	**Richard Electric Supply Co., Inc.**, Miami, FL	Julian Fernandez, Jr.	Electrical Dist.	62	1962	16.90
111	93	**Town Lake Chrysler Plymouth, Inc.**, Austin, TX	Frank Torrando	Auto Dealership	50	1981	16.86
112	•	**Interamerican Engineers Corp.**, Miami, FL	Enrique A. Pereira	Building Construction	72	1980	16.38
113	•	**Ready State Bank**, Hialeah, FL	Enrique O. Ortiz	Commercial Bank	133	1983	15.94
114	124	**Kemron Environmental Services, Inc.**, McLean, VA	Juan J. Gutierrez	Environmental Consulting	300	1975	15.76
115	138	**Gateway Chevrolet**, Buena Park, CA	Michael A. Padilla	Auto Dealership	55	1978	15.74
116	•	**High Coffee Corp.**, Houston, TX	Antonio Pinero	Coffee Importing	5	1986	15.68
117	173	**Florida Roads Co.**, Miami, FL	Jose M. Nessi	Road Construction	214	1970	15.50
118	179	**Estrella Insurance, Inc.**, Miami, FL	Nicolas Estrella	Insurance	52	1978	15.30
119	•	**C. Sanchez & Sons, Inc.**, Solvang, CA	Clayton Sanchez	General Contracting	50	1952	15.00
120	•	**World Variety Produce Inc**, Los Angeles, CA	Joe V. Hernandez	Wholesale Produce	75	1984	15.00
121	121	**Valley Oldsmobile West, Inc.**, Bakersfield, CA	Remey S. Ortiz	Auto Dealership	53	1983	14.92
122	•	**McBride, Inc.**, Albuquerque, NM	Teresa McBride	Computer Products/Services	27	1985	14.80
123	257	**JCI Environmental Services**, Los Angeles, CA	Julian Carrasco	Hazardous Waste Disposal	50	1969	14.70
124	•	**Super Mex, Inc.**, Sun Valley, CA	James V. Gonzalez	General Contracting	65	1975	14.70
125	149	**Ed Cordero Chevrolet**, Pacifica, CA	Edward C. Cordero	Auto Dealership	40	1960	14.50
126	176	**Gonzalez Design Engineering**, Madison Hts., MI	R.J. Gonzalez	Engineering Consulting	335	1975	14.40
127	131	**Heritage Buick-GMC Truck, Inc.**, East Providence, RI	Robert J. Benitez	Auto Dealerships	35	1980	14.34
128	139	**All Modes Transport, Inc.**, Elizabeth, NJ	Anthony Ruiz	Air/Surface Transportation	95	1983	14.30
129	157	**Cottage Development**, San Clemente, CA	David G. Gutierrez	Residential Development	6	1983	14.10
130	•	**Crown Worldwide Moving & Storage**, San Leandro, CA	Carlos da Costa	Household Goods Relocation	62	1972	14.00
131	135	**Gancedo Lumber Co.**, Miami, FL	Martin Perez	Hardware & Building Material	85	1969	14.00
132	125	**Government Micro Resources**, Chantilly, VA	Humberto A. Pujals	Microcomputers Support	29	1981	13.80
133	•	**Packaging Service Co., Inc.**, Pearland, TX	Gabriel Baizan	Solvent/Chemical Packaging	37	1971	13.76
134	186	**Chaides Construction Co., Inc.**, Fremont, CA	Rudy Chaides	General Contracting	50	1962	13.50
135	•	**Melloul Travel Consultants**, Coral Gables, FL	Sonia Delgado	Travel Management	20	1961	13.50
136	145	**Interamerican Bank FSB**, Miami, FL	Agustin C. Velasco	Commercial Bank	63	1976	13.48
137	221	**Balli/Gomez & Assoc.**, Brownsville, TX	Rudy V. Gomez	Architecture	5	1977	13.20
138	182	**CMA, Inc.**, El Paso, TX	Robert Ortega	Construction Management	90	1983	13.20
139	•	**All City Electrical Supply**, Artesia, CA	Irma Maria Z. De Johnson	Electrical Dist.	46	1977	13.10
140	170	**Albert H. Halff Assoc., Inc.**, Dallas, TX	Jose I. Novoa	Civil Engineering	200	1954	13.00
141	178	**Las Vegas Fertilizer Co., Inc.**, N. Las Vegas, NV	George Jaramillo	Lawn/Garden Prod. Dist.	35	1944	13.00
142	127	**Marsden Reproductions, Inc.**, New York, NY	Frank Flores	Printing/Graphics	200	1950	13.00
143	140	**Robert Arranaga & Co., Inc.**, Los Angeles, CA	Robert C. Arranaga	Food Service/Dist.	50	1957	13.00
144	153	**Jay Automotive Specialties, Inc.**, Berlin, PA	John A. Sotomayor	Automotive Parts	81	1976	12.95
145	192	**Valverde Construction, Inc.**, Santa Fe Springs, CA	Joe A. Valverde	Underground Construction	55	1972	12.93
146	143	**Far West Meats**, Highland, CA	Michael Serrato	Wholesale Meat	50	1962	12.90
147	185	**Scion Steel, Inc.**, Warren, MI	Carlos E. Hurches	Steel Dist.	23	1984	12.70
148	•	**Solvents & Chemicals, Inc.**, Pearland, TX	Gabriel Baizan	Solvents/Chemicals Dist.	13	1981	12.60
149	166	**Development Assoc., Inc.**, Arlington, VA	Leveo V. Sanchez	Mgmt./Gov't. Consult.	115	1969	12.50
150	162	**Cardenas Motors, Inc.**, Brownsville, TX	Renato E. Cardenas	Auto Dealerships	45	1971	12.48

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151	195	**Corro-Flo Engineering, Inc.**, Louisville, KY	Guillermo J. Vanegas	Plastic Pipes/Ventilation	83	1972	12.30
152	205	**Economy Laundries**, El Paso, TX	J.C. Viramontes	Industrial Laundry	400	1972	12.21
153	142	**Martin Metal Finishing, Inc.**, Lynwood, CA	Pete Martin	Architectural Finishing	213	1965	12.06
154	158	**Baca Motors, Inc.**, Belen, NM	Ruben Albert Baca	Auto Dealership	38	1979	12.00
155	187	**S.O.S. Office Systems, Inc.**, Pinellas Park, FL	Mitchell A. Meana	Office Machines	129	1972	12.00
156	150	**Cordova Bolt, Inc.**, Buena Park, CA	Moses E. Cordova	Nut/Bolt/Screw Dist.	46	1975	11.93
157	•	**M/G Electric Co.**, Medley, FL	Manuel Garcia, Jr.	Electric Motor Sales/Service	150	1971	11.51
158	172	**Sardo Corp.**, Novi, MI	Vincent Doa, Sr.	Concrete Construction	110	1956	11.50
159	207	**R&R Masonry, Inc.**, North Hollywood, CA	Rennie Tejeda	Masonry Contracting	85	1963	11.43
160	159	**Union General Insurance Co.**, Miami, FL	Julio E. Marty	Auto Insurance	52	1985	11.38
161	152	**Southern Volkswagon & Olds.**, Waldorf, MD	Agustin F. Otero	Auto Dealership	42	1970	11.31
162	211	**Allstate Specialty Services, Inc.**, Long Island City, NY	Rey J. Nieto	Janitorial/Painting	400	1980	11.30
163	•	**Comprehensive Technologies Int'l**, Chantilly, VA	Celestino M. Beltran	Software Development	205	1980	11.30
164	184	**AMPAC**, Rancho Cucamonga, CA	Alvaro Bea	Pipe Mfg.	65	1966	11.29
165	•	**Allee Construction Co., Inc.**, Los Angeles, CA	Oscar Bracamonte	General Contracting	45	1973	11.27
166	263	**Oscar Ortega Ranches**, Thermal, CA	Oscar J. Ortega	Table Grape Grower	1000	1975	11.25
167	193	**Chihuahua, Inc.**, Fresno, CA	J. Frank Villegas	Mexican Food Mfg.	300	1954	11.24
168	212	**H-R Industries, Inc.**, Richardson, TX	Paul R. Dickinson	Circuit Board Mfg.	100	1976	11.23
169	196	**Titan Rubber & Supply Co., Inc.**, San Jose, CA	David M. Rodrigues	Industrial Rubber	27	1976	11.16
170	223	**The Apodaca Company**, El Paso, TX	Victor Apodaca, Jr.	Nationwide Surety Bonds	16	1938	11.01
171	208	**Andes Chemical Corp.**, Miami, FL	Fernando Espinosa	Chemicals Dist.	5	1986	11.00
172	189	**Corella Electric, Inc.**, Phoenix, AZ	John C. Corella	Electrical Contracting	45	1978	11.00
173	168	**Delma Construction Co., Inc.**, Bronx, NY	Emanuel Ciminello, Jr.	General Contracting	100	1976	11.00
174	232	**Securiguard, Inc.**, Mclean, VA	Patricia de L. Marvil	Security Guard Service	525	1982	10.92
175	204	**Phar Med Sales Int'l**, Miami , FL	Carlos M. de Cespedes	Pharmaceutical & Med. Supplies	18	1981	10.87
176	•	**Solares Florida Corp.**, Miami, FL	Alberto E. Solares	Industrial Process Equip.	28	1975	10.79
177	133	**Project Advisors Corp.**, Miami, FL	Linda F. Estevez	Const./Property Mgmt.	100	1975	10.78
178	174	**Miramar Electric Supply Co.**, Miami, FL	Hector M. Rivero	Electrical Prod. Dist.	22	1974	10.75
179	156	**Airparts Co., Inc.**, Wichita, KS	Marta E. Maxwell	Aircraft Parts	34	1963	10.53
180	227	**Algus Enterprises, Inc.**, Miami, FL	Gustavo Lima	Tires/Tubes Dist.	16	1974	10.50
181	199	**Interamerican Trading & Produce**, Miami, FL	Claudio Feuermann	Frozen Seafood Importing	3	1983	10.50
182	177	**Proftech Corp.**, Tarrytown, NY	Jose R. Montiel	Office Supplies/Equipment	65	1980	10.50
183	209	**Uni-Boring Co., Inc.**, Livonia, MI	Facundo Bravo	Precision Machining	100	1972	10.50
184	297	**Beagle Products, Inc.**, Miami, FL	Rafael Puga	Seafood Importing	4	1987	10.20
185	183	**Salazar Construction, Inc.**, Corpus Christi, TX	I.C. Salazar	General Contracting	90	1934	10.11
186	146	**Siboney Int'l Corp.**, West Palm Beach, FL	Enrique J. Tomeu	Fertlilizer/Trucking	16	1972	10.08
187	77	**BEC Construction Corp.**, Miami, FL	Francisco C. Espinosa	General Contracting	50	1970	10.04
188	•	**Phoenix Marine Enterprises, Inc.**, Hialeah, FL	Frank Piedra	Fiberglass Boat Mfg.	105	1976	10.01
189	229	**Casa Herrera, Inc.**, Los Angeles, CA	Alfred J. Herrera	Food Processing Equip. Mfg.	125	1954	10.00
190	315	**Cumbre, Inc.**, Upland, CA	James Contreras	Insurance Underwriting	16	1986	10.00
191	287	**La Flor Produce Co., Inc.**, Brooklyn, NY	Ruben LaTorre	Spice Mfg./Dist.	150	1962	10.00
192	188	**Orange Coast Electric Supply Co.**, Santa Ana, CA	Jim Espinosa	Electrical Supplies Dist.	29	1980	10.00
193	160	**XCL Financial Services**, Santa Ana, CA	Luis A. Torres, Jr.	Investments/Insurance	2	1986	10.00
194	327	**Hugo's Cleaning Service, Inc.**, Lisle, IL	Hugo Pascual	Janitorial Services	450	1971	9.99
195	134	**Sapper Construction Co.**, San Diego, CA	E.H. Sapper	General Contracting	75	1959	9.99
196	245	**Computer Resource Management, Inc.**, Herndon, VA	Ervin E. Torrez	Computer Software Services	180	1978	9.98
197	203	**McLean Cargo Specialists, Inc.**, Humble, TX	Angel F. Jimenez	Int'l Freight Forwarding	62	1970	9.87
198	254	**E.T. LaFORE, Inc.**, Denver, CO	E.T. LaFore	General Contracting	45	1977	9.80
199	224	**Bi-State Packaging, Inc.**, Milan, IL	Robert Ontiveros	Whsl. Packing Material	30	1974	9.72
200	171	**Henry Valencia, Inc.**, Espanola, NM	Henry Valencia	Auto Dealership	45	1980	9.69

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201	321	**Ferrous Metal Processing, Inc.**, Brooklyn, OH	Eduardo Gonzalez	Sheet Metal Processing	123	1983	9.60
202	253	**South Florida Health Alliance**, Miami, FL	William A. Baldwin	Medical Supplies	18	1983	9.52
203	163	**HSL Properties**, Tucson, AZ	Humberto S. Lopez	Property Development	90	1975	9.50
204	206	**La Rosa Del Monte Express, Inc.**, Bronx, NY	Hiram Rodriguez	Moving/Shipping	125	1969	9.50
205	•	**Metro Beer & Soda Distributors, Inc.**, Bronx, NY	Carlos D. Nazario, Jr.	Beverage Dist.	15	1985	9.50
206	191	**Northeast Commonwealth, Inc.**, Lakewood, NJ	Juan A. Gutierrez	Heavy Construction	30	1978	9.49
207	238	**Savala Construction Co., Inc.**, Irvine, CA	Leonard Savala	Underground Construction	45	1951	9.30
208	197	**Consol. Steel & Alum. Fence Co., Inc.**, Kenilworth, NJ	Paul Cacicedo	Fence Installation	48	1958	9.29
209	259	**Lopez Travel**, San Diego, CA	Frank J. Costa	Travel Agency	35	1972	9.25
210	•	**Alamex, Inc.**, Theodore, AL	Enrique Gomez Palacio	Bulk Terminal/Warehousing	21	1983	9.17
211	220	**Rosas Computer Co., Inc.**, Corpus Christi, TX	Leo Rosas	Computer Sales	68	1983	9.12
212	242	**South Coast Drywall, Inc.**, Houston, TX	David K. Melam, Sr.	General Contracting	175	1971	9.05
213	167	**AmerInsurance, Inc.**, Miami, FL	Leslie P. Pantin	Insurance	30	1962	9.00
214	•	**Plastec U.S.A., Inc.**, Miami, FL	Hector V. Sosa	Plastic/Chemical Sales	9	1985	9.00
215	333	**Scientech, Inc.**, Idaho Falls, ID	L.J. Ybarrondo	Engineering/Mgt. Consulting	120	1983	9.00
216	281	**Tramex Travel**, Austin, TX	Juan Portillo	Travel Services	34	1984	9.00
217	•	**Cavazos Candy Prod. & Groc. Whsl., Inc.**, Laredo, TX	Ruben Cavazos, Sr.	Produce/Grocery Dist.	51	1978	8.93
218	230	**Saez Refrigeration, Inc.**, Miami, FL	Pedro Justo Saez	Air Conditioning/Refrig.	50	1977	8.90
219	213	**Sausedo Metal Products, Inc.**, San Jose, CA	Robert Sausedo	Metal Products Mfg.	103	1973	8.88
220	218	**Growers Ford Tractor Co.**, Miami, FL	Norberto H. Lopez	Tractor Dealership	35	1967	8.70
221	•	**TR Cos.**, Houston, TX	Evan Reindl	Personnel Services	46	1984	8.68
222	313	**G. Valdes Enterprises, Inc.**, Palatine, IL	Gilberto Valdes	Janitorial Services	13	1973	8.60
223	216	**Captree Chemical Corp.**, West Babylon, NY	Ernest P. Gonzalez	Chemical Dist.	30	1977	8.50
224	258	**City Wide Security Services, Inc.**, Brooklyn, NY	Pedro L. Perez	Security Services/Equip.	325	1972	8.50
225	240	**Anchor Fence Wholesale Of Miami Corp.**, Hialeah, FL	Oscar Torres	Fence Products	35	1974	8.41
226	202	**Quality Printed Circuits Corp.**, Phoenix, AZ	Robert L. Gonzalez	Circuit Board Mfg.	119	1974	8.29
227	•	**American Technical Suppliers, Inc.**, Miami, FL	Hector J. Betancourt	Airline Engine Parts	13	1980	8.23
228	••	**Sosa & Assoc.**, San Antonio, TX	Lionel Sosa	Advertising Agency	51	1981	8.22
229	•	**Lucero & Assoc., Inc.**, Idaho Falls, ID	Yvonne R. Lucero	Computer Sales/Service	16	1984	8.13
230	283	**Alaniz & Sons, Inc.**, Mt. Pleasant, IA	Salvador Alaniz, Sr.	Direct Mail Services	379	1978	8.03
231	•	**General Transistor Corp.**, Inglewood, CA	Al A. Barrios	Transistor Mfg./Dist.	22	1978	8.00
232	266	**Home Educ. Livelihood Prog., Inc.**, Albuquerque, NM	Ernest E. Ortega	Social Services	110	1965	8.00
233	•	**Rose Cooperage Co.**, Montebello, CA	Thys Dorenbosch	Drums/Containers Mfg.	100	1904	8.00
234	•	**Northbrook Computers, Inc.**, Northbrook, IL	Carlos M. Frum	Computer Dealership	20	1980	7.95
235	302	**Chem-Tech Systems, Inc.**, Los Angeles, CA	Connie Carrasco	Chemical Storage Facility	40	1980	7.86
236	•	**Creative Assoc. Int'l., Inc.**, Washington, DC	M. Charito Kruvant	Management Consulting	100	1977	7.70
237	280	**Pressure Systems, Inc.**, Hampton, VA	Douglas B. Juanarena	Pressure Measurement Instr.	96	1977	7.70
238	262	**Arroyo Process Equipment**, Clearwater, FL	Frank Arroyo	Pump Dist.	19	1968	7.65
239	222	**Arbor Tree Surgery**, Paso Robles, CA	Steven G. Alvarez	Tree Trimming/Removal	450	1960	7.64
240	269	**Valco Construction Co., Inc.**, Glendale, AZ	Rafael L. Valenzuela	General Contracting	9	1974	7.55
241	366	**Campos Construction Co.**, Omaha, NE	Robert Campos	General Contracting	48	1977	7.50
242	298	**Independent Forge Co.**, Orange, CA	Rosemary Ruiz	Aluminum Forging	82	1975	7.50
243	251	**RMT Landscape Contractors**, San Leandro, CA	Rick DeHerrera	Landscape Contracting	100	1977	7.50
244	342	**Air Conditioning Systems, Inc.**, La Habra, CA	Donald E. Cervantes	A/C Contracting	49	1946	7.40
245	299	**P&E Terminal Co., Inc.**, Wilmington, CA	Elisa J. Aguilera	Bonded Warehouse	83	1978	7.37
246	311	**Sun Eagle Corp.**, Chandler, AZ	Martin Alvarez	General Contracting	28	1978	7.36
247	151	**G.S.E. Construction Co., Inc.**, Livermore, CA	Orlando Gutierrez	General Contracting	42	1980	7.34
248	247	**Surface Prep. & Coating Ent., Inc.**, Baton Rouge, LA	Luis J. Gonzalez	General Contracting	200	1977	7.30
249	268	**Millhorn Chemical & Supply Co.**, Maywood, CA	Ralph Marrujo	Chemical Dist.	22	1954	7.27
250	•	**Pueblo Broadcasting Corp.**, Houston, TX	J. Adan Trevino	Television Advertising	46	1984	7.26

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251	329	**Ernie Sandoval Enterprises, Inc.**, Oceanside, CA	Ernie Sandoval	Restaurant Chain	250	1983	7.20
252	265	**P&A, Inc.**, Farmington, NM	Isaac F. Padilla	Oil & Gas Equip.	85	1970	7.20
253	201	**Tele-Signal Corp.**, Hauppauge, NY	Esteban Taracido	Electronics Mfg.	55	1976	7.20
254	351	**JJJ Floor Covering, Inc.**, Whittier, CA	Jose Gutierrez	Carpet/Floor Covering	35	1964	7.10
255	•	**Marco Garza Chevrolet**, Rio Grande, TX	Marco A. Garza	Auto/Truck Dealership	40	1986	7.09
256	274	**Martinez & Turek, Inc.**, Riverside, CA	Larry R. Tribe	Machine Shop	93	1980	7.05
257	•	**Electrical Power Products**, Santa Clara, CA	Kytcher Whyte	Switch Gear Mfg.	35	1975	7.00
258	237	**Everglades Steel Corp.**, Miami, FL	Orlando A. Gomez	Steel Dist.	18	1974	7.00
259	217	**Hollywood Travel, Inc.**, Hollywood, FL	Henry Yaniz	Travel Services	26	1962	7.00
260	•	**Miranda Assoc., Inc.**, Washington, DC	Lourdes Miranda	Int'l Management Services	30	1975	7.00
261	335	**Televideo San Diego**, San Diego, CA	Linda Stepp	Video/Audio Equip.	24	1978	7.00
262	234	**Torres, Inc.**, Mountain View, CA	Jess G. Torres	Concrete Construction	45	1955	7.00
263	255	**Torres Electrical Supply Co.**, Inc., Stuart, FL	Oscar L. Torres, Sr.	Electrical Equip./Supplies	13	1971	6.95
264	285	**Hurlen Corp.**, Santa Fe Springs, CA	I. Jay Hurtado	Metal Service Center	30	1981	6.80
265	292	**North American Trade Corp.**, Houston, TX	Jorge Guiloff	Export/Importing	13	1984	6.75
266	314	**Castro-Blanco Piscioneri & Assoc.**, New York, NY	David Castro-Blanco	Architecture/Engr.	70	1965	6.70
267	225	**Southwest Office Systems, Inc.**, Ft. Worth, TX	Victor Puente	Office Equipment/Supplies	103	1964	6.70
268	243	**Touche Mfg., Inc.**, San Jose, CA	Antonio Zertuche	Metals Mfg.	120	1972	6.70
269	273	**R&D Development, Inc.**, Chicago, IL	Manuel Rodriguez	General Contracting	65	1977	6.62
270	276	**San Antonio Press, Inc.**, San Antonio, TX	Jose H. Medellin	Printing	80	1975	6.60
271	319	**Pre Con Products Ltd.**, Simi Valley, CA	David Zarraonandia	Precast Concrete Products	45	1963	6.51
272	228	**A'Leon Business Systems, Inc.**, Miami, FL	Abilio Leon	Office Equipment Sales	75	1974	6.50
273	415	**L&M Technologies, Inc.**, Albuquerque, NM	A.R. Montoya	Engineering	160	1972	6.50
274	•	**Main Line Foto, Inc.**, Conshohocken, PA	Carlos M. Roca	Photographic Product Sales	16	1983	6.50
275	316	**Rivasal Int'l**, Cincinnati, OH	Luis O. Riva Saleta	Int'l Marketing	3	1982	6.50
276	•	**Smith & Aguirre Constr. Co., Inc.**, Las Cruces, NM	Stephen Aguirre	Heavy Construction	92	1962	6.46
277	309	**Del Rey Chemical, Inc.**, Alvin, TX	George S. Hernandez	Chemical Dist.	9	1978	6.42
278	312	**Reza Bros. Construction, Inc.**, El Paso, TX	Jesus Reza	General Contracting	7	1981	6.40
279	264	**Robert Escudero, Inc.**, Pasadena, CA	Robert Escudero	General Contracting	45	1978	6.40
280	306	**Raymor Electric Co., Inc.**, Baldwin Park, CA	Raymond C. Morales	Electrical Contracting	50	1978	6.39
281	336	**Intra-American Found. & Drilling Co., Inc.**, Phoenix, AZ	Salvador H. Altamirano	Foundation Construction	45	1986	6.37
282	•	**OCS Transports, Inc.**, Houston, TX	George Ortiz	Trucking Services	95	1988	6.30
283	305	**Nelson Maintenance Service, Inc.**, Yonkers, NY	Nelson Gisbert	Janitorial Services	150	1976	6.20
284	•	**Technical Telephone Systems, Inc.**, Staten Island, NY	George Cruzado	Telecom. Systems Sales/Service	73	1980	6.20
285	296	**Manny Varas & Assoc.**, Miami, FL	Manny Varas	Insurance	704	1976	6.10
286	•	**Texas Beauty Distributors**, Houston, TX	Ted A. Gutierrez	Beauty Products Dist.	58	1979	6.03
287	•	**Arcom Electronics, Inc.**, San Jose, CA	Armando Garcia	Data Com. Hardware Dist.	30	1985	6.01
288	340	**Los Angeles Blow Molding Co., Inc.**, Commerce, CA	Hugo A. Bastidos	Plastic Mfg.	120	1970	6.00
289	388	**Paramount, Inc.**, Willowick, OH	Edward J. Alvarez	Employment Service	300	1968	6.00
290	331	**Super Brite Screw Corp.**, Hialeah, FL	Felix Infiesta	Bolts/Nuts/Screws Dist.	55	1978	6.00
291	322	**Heavy Truck Service, Inc.**, Miami, FL	Rafael Perez	Trucking Services	27	1969	5.82
292	390	**Sound Electric Corp.**, Bronx, NY	Lawrence Rego	Electrical Contracting	51	1981	5.80
293	318	**Losada Truck & Equipment, Inc.**, Miami, FL	Jorge Losada	Truck Dealership	8	1967	5.72
294	301	**Original Impressions, Inc.**, Miami, FL	Roland B. Garcia	Graphics/Printing	104	1982	5.65
295	343	**Centinel Bank of Taos**, Taos, NM	Martin E. Romero	Commercial Bank	48	1969	5.63
296	282	**Roses Southwest Papers, Inc.**, Albuquerque, NM	Roberto E. Espat	Paper Mfg.	23	1984	5.60
297	271	**Armadillo Construction Co., Inc.**, Laredo, TX	Robert P. Gutierrez	General Contracting	8	1974	5.59
298	•	**Textile Machines Imp. Exp. Co., Inc.**, Roebuck, SC	Victor Lebron	Textile Machine Sales	25	1978	5.58
299	•	**La Pizza Loca, Inc.**, Buena Park, CA	Alex Meruelo	Pizza Restaurants	800	1986	5.57
300	214	**Apollo Design Services, Inc.**, Haverhill, MA	Mel Velez	Contract Technical Supplies	178	1983	5.50

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1989	1988	Company and Location	Chief Executive	Type of Business	Employees	Started	Sales*
301	355	**Electrical Contractors of California**, El Segundo, CA	John Razonable	Electrical Contracting	58	1978	5.50
302	453	**Gilram Supply, Inc.**, Houston, TX	Sigrid Terc	Elect. Components Exporting	15	1980	5.50
303	339	**Glasco Industries, Inc.**, Miami, FL	Jesus M. Martinez	Glass Dist.	39	1977	5.50
304	•	**Reed Candle Co.**, San Antonio, TX	Peter N. Reed	Candle Mfg.	75	1937	5.50
305	447	**Tamez-Thomas, Inc.**, Houston, TX	George Tamez	Masonry Contracting	125	1985	5.50
306	402	**Aztec Plastic Corp.**, Mt. Clemens, MI	Edward M. Raquel	Automotive Plastic Products	75	1979	5.40
307	400	**Intercontinental Marble Corp.**, Miami, FL	Gerardo Diaz	Granite/Marble Floor Products	9	1983	5.40
308	293	**CSR Construction Corp.**, Nutley, NJ	Francisco J. Salas	Architectural Services	30	1982	5.39
309	294	**Dixie Numerics, Inc.**, Lake City, GA	R.A. Suarez	Auto Tool Mfg.	69	1961	5.34
310	372	**Diaz Wholesale & Mfg. Co., Inc.**, Atlanta, GA	Rene M. Diaz	Food Service Dist.	27	1980	5.30
311	•	**Ranon & Jimenez, Inc.**, Tampa, FL	Jose A. Ranon	General Contracting	35	1930	5.26
312	•	**Simdex Co., Inc.**, Houston, TX	Dion Padin	Vocational/Technical School	140	1985	5.23
313	385	**A&R Janitorial Services, Inc.**, Cicero, IL	Angelo Velasquez	Janitorial Services	450	1967	5.20
314	364	**Future Packaging, Inc.**, Santa Clara, CA	Rufino A. Vega	Packing/Crating Service	70	1973	5.20
315	416	**Ram Enterprises, Inc.**, Valencia, CA	Marline Monstein	Electronic Cable Mfg.	21	1985	5.20
316	451	**Apache Construction Co., Inc.**, Albuquerque, NM	Mariano Chavez, Jr.	General Contracting	30	1981	5.18
317	391	**Shifa Services, Inc.**, Hackensack, NJ	Jorge A. Haedo	Janitorial Services	210	1980	5.16
318	341	**U.S. Guards Co., Inc.**, Los Angeles, CA	Ernest A. Padilla	Security Guard Service	325	1947	5.13
319	369	**Techniserv Data Systems, Inc.**, Teaneck, NJ	Lufti G. Mansoor	Data Processing Equip.	13	1974	5.10
320	357	**Cisco Electrical Supply Co.**, Columbus, OH	Francisco J. Muguruza	Electrical Dist.	9	1978	5.05
321	393	**Ruiz Mexican Foods, Inc.**, Ontario, CA	Edward F. Ruiz	Mexican Food Mfg.	105	1950	5.02
322	375	**Borbon, Inc.**, Buena Park, CA	David Morales	Painting/Wall Covering	60	1976	5.00
323	328	**CHCG Architects, Inc.**, Montclair, CA	Armando L. Gonzalez	Architectural Services	60	1964	5.00
324	•	**Cordoba Corp.**, Los Angeles, CA	George L. Pla	Systems Devel. Consulting	100	1983	5.00
325	304	**The Diaz Corp.**, Jay, ME	Jose W. Diaz	General Contracting	56	1978	5.00
326	363	**El Rey Sausage Co., Inc.**, Vernon, CA	Laura Balverde-Sanchez	Sausage Mfg.	51	1983	5.00
327	346	**Ideal Industrial Electronic Supply, Inc.**, El Paso, TX	Tony Rodriguez	Electronic Dist.	12	1974	5.00
328	•	**Jackie O's, Inc.**, Coral Gables, FL	Juan Delgado	Burger King Franchises	120	1981	5.00
329	•	**Los Ranchos Restaurant, Inc.**, Miami, FL	Juan Wong, Jr.	Steakhouse Restaurant	150	1981	5.00
330	288	**Pamtours, Inc.**, New York, NY	Alvaro Pena	Travel Services	10	1965	5.00
331	•	**Thermionics Laboratory, Inc.**, Hayward, CA	John J. Trujillo	Ultra/High Vacuum Products Mfg.	80	1961	5.00
332	•	**Pride General Contractors**, Los Angeles, CA	Ray Rodriguez	General Contracting	1	1989	4.99
333	278	**La Salle Trucking Co.**, Chula Vista, CA	J. Frank la Salle	Transportation	46	1933	4.98
334	•	**Durazo Construction, Inc.**, Tucson, AZ	Carlos M. Hernandez	General Contracting	35	1983	4.92
335	226	**Vasallo Construction, Inc.**, Miami, FL	Pedro Vasallo	General Contracting	23	1973	4.86
336	••	**Galindo Financial Corp.**, Bell, CA	Rafael Galindo	Real Estate Sales	102	1973	4.84
337	260	**Avila Financial Group**, Los Angeles, CA	Raul Avila	Property Development	8	1984	4.80
338	•	**Chicago United Industries Ltd.**, Chicago, IL	George Loera	Municipal Contract Consulting	4	1986	4.80
339	394	**Ortiz Bros. Insulation, Inc.**, Baytown, TX	Tino Ortiz	Insulation Contracting	100	1980	4.77
340	•	**Agromex, Inc.**, Theodore, AL	Enrique Gomez Palacio	Manganese Sulphate Importing	4	1986	4.75
341	•	**Quality Foam Packaging, Inc.**, Irwindale, CA	Noel Castellon	Custom Foam Packaging	85	1973	4.73
342	489	**Modern Sanitation Systems, Inc.**, East Orange, NJ	Sergio Benvenuto, Sr.	Janitorial Services	220	1981	4.70
343	•	**Tru & Assoc., Inc.**, Huntington Beach, CA	Rudolpho A. Trujillo	Petroleum Products/Coal Dist.	3	1983	4.70
344	373	**Deupi & Assoc., Inc.**, Washington, DC	Carlos Deupi	Architecture/Int. Design	60	1968	4.62
345	•	**Offshore Traders, Inc.**, Miami, FL	Robert G. Weller	Indust. Machinery/Supplies	8	1960	4.60
346	398	**Advanced Data Concepts, Inc.**, Portland, OR	Frank E. Rivera	Computer Systems	190	1978	4.59
347	275	**Alamo Technology, Inc.**, San Antonio, TX	Doroteo Chavarria	Engineering/Mfg.	50	1981	4.58
348	137	**Peco Enterprises, Inc.**, Davenport, IA	Frank L. Granados	Computer Support Services	73	1974	4.55
349	334	**Pan American Frozen Foods, Inc.**, Miami, FL	Lazaro R. Munarriz	Frozen Foods Dist.	7	1972	4.54
350	•	**Mesa Brothers, Inc.**, Miami, FL	Roberto Mesa	Electrical Contracting	139	1976	4.52

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351	458	**Upsilon Corp.**, Denton, TX	Julio G. Lence	Auto Dealership	17	1970	4.52
352	359	**Cardenas/Fernandez & Associates**, Chicago, IL	Henry Cardenas	Special Events/Marketing	10	1981	4.50
353	409	**Meta, Inc.**, Miami, FL	Maria Elena Torano	Consulting Services	42	1979	4.50
354	443	**North Shore & Cent. Ill. Freight Co.**, Forest View, IL	David P. Hernandez	Trucking Services	49	1930	4.50
355	498	**TAG Electric Co.**, Houston, TX	Thomas A. Gonzales	Electrical Contracting	75	1986	4.50
356	348	**Web Masters, Inc.**, City of Industry, CA	Richard Garavito	Advertising/Printing	89	1980	4.50
357	380	**Pete Gallegos Paving, Inc.**, Laredo, TX	Pete Gallegos	Street Paving	90	1973	4.40
358	384	**Valdez Transfer, Inc.**, Phoenix, AZ	Ted Valdez	Moving/Storage	100	1957	4.40
359	354	**Sandoval Dodge**, Las Cruces, NM	Rudy Sandoval	Auto Dealership	25	1969	4.39
360	365	**G&D Aircraft Parts**, Pomona, CA	Fred Saldana, Jr.	Foundry/Alum. Casting	70	1966	4.36
361	•	**Gabe Mendez, Inc.**, Newcastle, CA	Gabriel Mendez	General Contracting	45	1974	4.34
362	338	**Belco Resources, Inc.**, Eastchester, NY	John J. Cuadrado	Export/Chemicals	8	1974	4.30
363	408	**Editorial Cernuda, Inc.**, Miami, FL	Ramon Cernuda	English Courses	36	1977	4.22
364	406	**Molzen-Corbin & Assoc.**, Albuquerque, NM	Adelmo E. Archuleta	Architecture/Engr.	67	1960	4.22
365	•	**Carrillo Cement Contractor, Inc.**, Anaheim, CA	Ray Carrillo	Concrete Contracting	45	1978	4.21
366	•	**J.R. Food Service, Inc.**, Chino, CA	Richard Fierro Duran	Food Services	17	1981	4.20
367	•	**Power Energy Industries**, Carson, CA	Ernest R. Schoop	Electrical Equipment Mfg.	65	1980	4.20
368	370	**Telesound Systems Corp.**, Miami, FL	Peter E. Padron	Business Phone Systems	36	1975	4.20
369	392	**Tejas Office Products, Inc.**, Houston, TX	Jorge A. Haedo	Office Supply Sales	20	1962	4.15
370	428	**Cave Imaging Systems, Inc.**, Santa Clara, CA	Eduardo Cabrera	Security Services	140	1986	4.13
371	291	**Protec, Inc.**, Miami, FL	Alfredo Sotolongo	A/C Product Supplies	21	1971	4.13
372	386	**Balado National Tires, Inc.**, Miami, FL	Manuel Balado	Retail Tires	26	1962	4.11
373	349	**Beam Radio, Inc.**, Miami, FL	Manuel Alvarez, Sr.	Radio Communication	15	1976	4.10
374	350	**Portland Mailing Services, Inc.**, Portland, OR	David P. Torres, Jr.	Direct Mail Services	100	1940	4.07
375	431	**A/S/K Assoc., Inc.**, Lawrence, KS	Ken Martinez	Computers	200	1979	4.00
376	456	**Carabie Corp.**, Bronx, NY	Ernest Sanchez	Sandblasting & Painting	50	1976	4.00
377	405	**Certified Fasteners, Inc.**, Santa Fe Springs, CA	Linda Frias	Nuts/Bolts/Screws Mfg.	15	1969	4.00
378	•	**Deneba Systems, Inc.**, Miami, FL	Manuel E. Menendez	Microcomputer Software Mfg.	30	1986	4.00
379	•	**E.A. Mendoza Contracting**, Cerritos, CA	Ernest Mendoza	General Engineering	24	1980	4.00
380	326	**Equity Temporary Services**, New York, NY	Miriam Arias	Temporary Personnel Services	10	1985	4.00
381	395	**Florida Desk, Inc.**, Oviedo, FL	Tem Suarez	Office Furniture	40	1979	4.00
382	374	**Hydro-Pneumatics, Inc.**, Deer Park, NY	Gerard F. Lopez	Hydraulic/Pneumatic Valves	18	1964	4.00
383	•	**Olsen & Guerra Lumber Co.**, Houston, TX	J.O. Guerra, Sr.	Building Materials Supply	30	1957	4.00
384	411	**Orange County Name Plate Co.**, Santa Fe Springs, CA	Elias Rodriguez	Graphic Art	93	1965	4.00
385	•	**Personnel Contractors, Inc.**,** Minneapolis, MN	F. de Leon	Temporary Personnel Services	30	1974	4.00
386	371	**Signet Paper Co.**, Los Angeles, CA	Ignacia Mejia	Printing Paper Mfg.	15	1967	4.00
387	454	**Tampa Brass & Aluminum Corp.**, Tampa, FL	Sam S. Leto, Jr.	Brass/Alum. Products Mfg.	85	1957	4.00
388	379	**Mirta De Perales, Inc.**, Coral Gables, FL	Mirta Raya Perales	Beauty Product Dist.	30	1964	3.98
389	387	**Russ Pitney Earthmoving Co., Inc.**, Albuquerque, NM	Ernest Blair	Earth Moving	30	1948	3.95
390	383	**Craftsmen Corp.**, Smithtown, NY	Alejandro Salas	Integrated Logistics	42	1977	3.90
391	332	**Orso Superior Enterprises Corp.**, Key Biscayne, FL	James A. Ortiz	Int'l Sales	5	1979	3.90
392	430	**AVG, Inc.**, Valencia, CA	Alvaro J. Villa	Robotics Equipment	40	1978	3.80
393	448	**M&M Automated Services Corp.**, Amherst, NH	Marlene M. Monnar	Computer Supplies	8	1982	3.80
394	••	**Siboney Advertising**, New York, NY	Jose M. Cubas	Advertising Agency	49	1983	3.75
395	•	**Centennial Bolt**, Denver, CO	Mark A. Cordova	Nuts/Bolts/Screws Dist.	24	1979	3.74
396	337	**Greg's Trucking, Inc.**, Racine, WI	Gregory A. Cruz	Trucking Services	8	1978	3.71
397	•	**Hernandez Engineering, Inc.**, Houston, TX	Miguel A. Hernandez	Engineering Services	50	1983	3.71
398	••	**Seville Properties/El Dorado**, Los Angeles, CA	Gustavo Ungo	Real Estate Sales	45	1983	3.71
399	•	**Eagle Transportation & Warehousing**, Miami, FL	Raul Pedraza	Transportation/Warehousing	48	1982	3.70
400	382	**J.R., Inc.**, Universal City, TX	Jesse Rodriguez	Educational Furn. Dist.	8	1978	3.70

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401	•	**Farma Int'l**, Miami, FL	Oscar A. Gomez	Pharmaceutical Chem. Exporting	13	1965	3.68
402	•	**Valor Financial Group**, Miami, FL	Jack Valor	Life/Health Insurance	54	1976	3.65
403	•	**Salas Concessions, Inc.**, Nashville, TN	Max E. Salas	Food Services	357	1980	3.64
404	•	**Orion Int'l Technologies, Inc.**, Albuquerque, NM	Miguel Rios, Jr.	Engr./Scientific Services	55	1984	3.63
405	434	**Alliance Supply, Inc.**, Newton, MA	Carlos M. Aspuru	Stocking Dist.	18	1985	3.60
406	484	**Hartec Enterprises, Inc.**, El Paso, TX	J. Anthony Ruiz	Ground Support Equip.	45	1978	3.60
407	444	**La Tortilla Factory, Inc.**, Santa Rosa, CA	Carlos Tamayo	Mexican Food Mfg.	50	1977	3.60
408	396	**Peppers Unlimited, Inc.**, City of Industry, CA	Gilbert M. Medina	Food Service Products	4	1986	3.60
409	404	**Supreme Gear Co.**, Roseville, MI	Charles F. Diez	Precision Gears	50	1980	3.60
410	439	**Continental Binder & Specialty Corp**, Gardena, CA	Andrew H. Lisardi	Looseleaf Products	68	1978	3.58
411	••	**Bermudez & Assoc., Inc.**, Los Angeles, CA	Eduardo Bermudez	Advertising Agency	35	1975	3.53
412	••	**Casanova Pendrill Publicidad**, Irvine, CA	Paul Casanova	Advertising Agency	50	1984	3.53
413	378	**Nat'l Commun. Sales Promo. Ltd.** Corp., Miami, FL	Robert J. Rodriguez	Sales Promotions	28	1982	3.51
414	491	**Breiner Construction, Inc.**, Denver, CO	Rosemary Breiner	General Contracting	48	1969	3.50
415	427	**El Indio Shop, Inc.**, San Diego, CA	Ralph R. Pesqueira	Mexican Restaurants	100	1940	3.50
416	455	**Alto Systems, Inc.**, La Mirada, CA	Alfred R. Garcia	Warehouse/Dist.	50	1983	3.48
417	417	**Western Radio Electronics**, San Diego, CA	Jaime Brener	Electronic Components	25	1932	3.44
418	490	**Garcia Food Products**, San Antonio, TX	Andrew E. Garcia	Wholesale Meats	40	1969	3.41
419	412	**Pronto Post, Inc.**, Hialeah, FL	J. Michael Vazquez	Direct Mail Services	50	1981	3.41
420	423	**Telexport, Inc.**, Hialeah, FL	Danilo Alonso	Electronics Mfg./Imports	25	1964	3.38
421	496	**R. Palacios & Co.**, Miami, FL	Raphael R. Palacios	Mechanical Contracting	14	1983	3.36
422	•	**Milam & Co. Painting, Inc.**, Houston, TX	David Milam, Sr.	Painting Contracting	60	1970	3.33
423	426	**Alman Electric, Inc.**, Mesquite, TX	Joe Alcantar	Electrical Contracting	50	1979	3.30
424	437	**Strauss Plastic Co., Inc.**, Newark, NJ	Rudolfo Strauss	Plastic Injection Molding	32	1972	3.30
425	424	**W.M.Z. Manufacturing Co., Inc.**, East Hartford, CT	Magno Palacios	Aerospace Parts Mfg.	45	1976	3.30
426	410	**Greenbar Corp.**, Thornton, CO	Gary Solis	Computer Sales/Service	17	1984	3.29
427	432	**Dade Steel Sales Corp.**, Miami, FL	Luis M. Garcia	Steel Dist.	12	[illegible]	3.24
428	•	**J&S Electric Co., Inc.**, Albuquerque, NM	Joseph A. Solis	Electrical Contracting	31	[illegible]	3.23
429	•	**Construction Mgmt. Assoc., Inc.**, Annapolis, MD	Charles L. Gomez	General Contracting	50	[illegible]	[illegible].22
430	•	**El Paso-Fairview Foods, Inc.**, El Paso, TX	Estela Garcia Lopez	Egg Dist.	14	[illegible]	[illegible].21
431	466	**Bryce W. Parker, Inc.**, S. El Monte, CA	Robert Reyes	Service Station Construction	30	1952	3.20
432	•	**C.O.D. Freight Systems, Inc.**, Inglewood, CA	John A. Camacho	Computer Delivery	14	1986	3.20
433	433	**Ebco, Inc.**, Chicago, IL	Everett Bernardo	Indust. Rubber Products	9	1963	3.20
434	462	**Temp-Seal, Inc.**, Compton, CA	Ralph N. Barba	Refrigeration	35	1961	3.20
435	479	**TEX MEX Transportation, Inc.**, Franksville, WI	Oscar Ibarra	Trucking Services	13	1970	3.20
436	464	**Uniforce Temporary Services**, Farmington, NM	E. Michelle Islas-Walters	Temporary Personnel Services	14	1981	3.20
437	•	**Villarreal Electric Co., Inc.**, Laredo, TX	Mike A. Villarreal, Sr.	Electric Supplies Dist.	19	1935	3.20
438	•	**Camino Construction, Inc.**, Dallas, TX	Rogelio Ayala	Paving Contracting	45	1983	3.16
439	389	**Del Toro Landscaping, Inc.**, Palatine, IL	Raul del Toro	Landscaping	80	1989	3.16
440	459	**D.V. Gonzalez Elec. & Gen. Contrs., Inc.**, Rochester, NY	Dale V. Gonzalez	General Contracting	25	1980	3.15
441	486	**National Export Crating Co. of Texas, Inc.**, Houston, TX	Samuel N. Marroquin	Industrial Packing	52	1979	3.10
442	•	**Preferred Homecare of America,**** Miami Lakes, FL	Carlos Herrera	Home Healthcare	65	1987	3.10
443	•	**J&P Tiles, Inc.**, Miami, FL	Juan F. Gronlier	Tile/Marble/Paving Contracting	11	1982	3.07
444	•	**Biomedical Int'l Corp.**, Miami, FL	Juan R. Borges	Medical/Lab. Products Dist.	7	1982	3.04
445	425	**Arango Construction Co.**, Bothell, WA	J.A. Arango	General Contracting	22	1973	3.01
446	452	**Parts Overseas Corp.**, Miami, FL	Francisco Fernandez	Automotive Exports	9	1986	3.01
447	377	**A/Del, Inc.**, Englewood, NJ	Martin Rivas	Graphics	45	1966	3.00
448	•	**California Jig Grinding Co., Inc.**, Pico Rivera, CA	Deryl R. Craig	Jig Grinding/Boring	30	1957	3.00
449	403	**Camex Int'l, Inc.**, Miami, FL	Philip R. Lecours	Medical Equip./Supplies	9	1974	3.00
450	•	**Kenig Forge, Inc.**, Etiwanda, CA	I. Jay Hurtado	Metal Forging	20	1982	3.00

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The 500 Directory

Rank 1989	Rank 1988	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1989 Sales*
451	469	**Lasermation, Inc.**, Philadelphia, PA	Joseph Molines	Laser Engraving/Machining	37	1969	3.00
452	442	**Mark Metals Inc.**, City of Industry, CA	Mark Valle	Metals Dist.	20	1980	3.00
453	457	**Nick Mendoza Productions**, Burbank, CA	Nicolas Mendoza	Commercials Production	10	1984	3.00
454	420	**Omega Precision**, Santa Fe Springs, CA	Joseph M. Venegas	Machine Shop	43	1965	3.00
455	487	**UNI Enterprises, Inc.**, Brooklyn, NY	Jimmy Hu	Hospital/Marine Supplies	20	1971	3.00
456	446	**Valbro Business Forms, Inc.**, Winter Garden, FL	Albert C. Valdes	Business Forms	50	1937	3.00
457	438	**Bayou State Security Services, Inc.**, New Orleans, LA	James B. Perez	Security Guard Services	235	1975	2.99
458	495	**Jason Int'l Optical, Inc.**, Elizabeth, NJ	Victor O. Suarez	Eyeglass Frames	13	1983	2.95
459	467	**Art's Photo Graphic Suppliers, Inc.**, El Paso, TX	Art Moreno, Sr.	AV Sales/Service	36	1972	2.90
460	•	**Chavez, Inc.**, Murray, UT	Tony Chavez	Interior Construction	49	1973	2.90
461	399	**G.P. Transport, Inc.**, Gregory, TX	Ernest V. Solis	Sand/Gravel Hauling	50	1980	2.90
462	•	**Valenzuela Drywall, Inc.**, Tucson, AZ	William G. Valenzuela	General Contracting	60	1979	2.90
463	•	**TMC Electronics Corp.**, Miami, FL	Miguel Corales	Electronic Parts Dist.	3	1984	2.88
464	413	**Tranex, Inc.**, Colorado Springs, CO	Troy Valdez	Electrical Transformers	71	1967	2.85
465	414	**Service Electric Co., Inc.**, Albuquerque, NM	Sam Alderete	Electrical Contracting	45	1970	2.83
466	461	**Grau & Co.**, Miami, FL	Jose L. Urrechaga	Accounting Services	46	1976	2.80
467	477	**Vinyl Technology, Inc.**, S. El Monte, CA	Carlos A. Mollura	Plastic Film Processing	105	1981	2.78
468	•	**Cougar Engineering, Inc.**, Hyattsville, MD	J. Puma	Concrete Construction	10	1987	2.75
469	381	**V&P Holding Co., Inc.**, Metaire, LA	Vincente Echegarrua	Electrical Contracting	53	1974	2.75
470	•	**Miami Medical Equip. & Supply Corp.**, Miami, FL	Rene Teran	Hosp./Med./Lab. Supplies	13	1980	2.73
471	472	**Falcon Industrial Supply, Inc.**, El Paso, TX	Al Melendez, Jr.	Indust. Supplies Dist.	11	1975	2.70
472	•	**MTC Tours, Inc.**, Coral Gables, FL	Ramon Alvarez	Travel Services	4	1986	2.70
473	480	**Solar Spring Co.**, Chicago, IL	David Diaz	Spring Mfg.	55	1979	2.70
474	•	**KORO TV**, Corpus Christi, TX	Servando Caballero	Television Station	25	1977	2.67
475	494	**U.S. Building Materials, Inc.**, Rancho Cordova, CA	Albert Garcia	Door Mfg.	22	1982	2.67
476	•	**Jesse Fence Co., Inc.**, Houston, TX	Jorge L. Casimiro	Fence Retail/Whsl.	70	1983	2.65
477	•	**Black Oxide Industries, Inc.**, Anaheim, CA	Pete Mata	Metal Finishing	35	1974	2.60
478	•	**Byerly & Cosyleon, Inc.**, Pueblo, CO	Bonifacio Cosyleon	Concrete Contracting	45	1980	2.60
479	•	**United Seal & Rubber Co., Inc.**, Atlanta, GA	Virgil Alonso	Rubber/Seal Product Mfg.	17	1974	2.60
480	435	**Asociacion Legal Latinoamericana**, Beverly Hills, CA	Louis F. Vargas	Management/Advertising	10	1986	2.57
481	•	**Sterling Graphics**, Medley, FL	Fernando Cordal	Printing/Graphics	14	1976	2.55
482	••	**Bona Real Estate #1**, Pasadena, CA	Jaime Suarez	Real Estate Sales	85	1974	2.52
483	•	**Argo**, City of Commerce, CA	Alan Olivas	A/C Contracting	24	1971	2.50
484	•	**Corporate Colour Printing, Inc.**, Baldwin Park, CA	Laura D. Greensberg	Printing	10	1983	2.50
485	440	**Excel Transnational, Inc.**, Naperville, IL	Eugene R. Constance	Railcar Maint./Equip.	8	1980	2.50
486	•	**Noecker Corp.**, Rochester, NY	Juan A. Nevarez	Insurance/Real Estate Sales	5	1987	2.50
487	482	**Odell's Int'l. Licensing**, Miami, FL	Rafael Gonzalez	Marketing/Promo. Items	29	1985	2.50
488	•	**Gayton Painting**, Chino, CA	Ronald B. Gayton	Painting Contracting	60	1979	2.48
489	•	**Fernandez & Assoc.**, Denver, CO	Thomas I. Fernandez	Accounting Services	96	1976	2.47
490	•	**T.A. Industries, Inc.**, Louisville, KY	Tomas Aguilera	General Contracting	23	1978	2.47
491	476	**El Paso Litho Plate Co., Inc.**, El Paso, TX	Manuel S. Martinez	Printing Supplies	14	1958	2.46
492	500	**Court Courier Systems, Inc.**, Kenilworth, NJ	Juan Camadona	Delivery Services	82	1978	2.44
493	•	**ITC Personnel Services**, Houston, TX	Diva Garza	Personnel Services	6	1985	2.41
494	•	**Perdomo Roofing & Tile, Inc.**, Miami, FL	Raimundo Perdomo	Roofing Contracting	25	1980	2.40
495	•	**Letterpress Unlimited**, Santa Ana, CA	Rafael Hernandez	Foil Stamping/Embossing	60	1978	2.35
496	•	**Paragon Builders, Inc.**, Laredo, TX	Juan I. Martinez	General Contracting	9	1979	2.29
497	•	**A&C Export Corp.**, Miami, FL	Cecilio C. Hermoso	Office Supply Export	9	1980	2.28
498	•	**East Coast Florida Builders**, Miami, FL	Eugene Solana	Contracting	50	1988	2.25
499	•	**David Montoya Construction, Inc.**, Albuquerque, NM	Clarence M. Montoya	Concrete Construction	55	1982	2.22
500	441	**Amigos Canning Co.**, San Antonio, TX	R.E. Velasco, Jr.	Mexican Food Mfg.	40	1925	2.13

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FEBRUARY 1991

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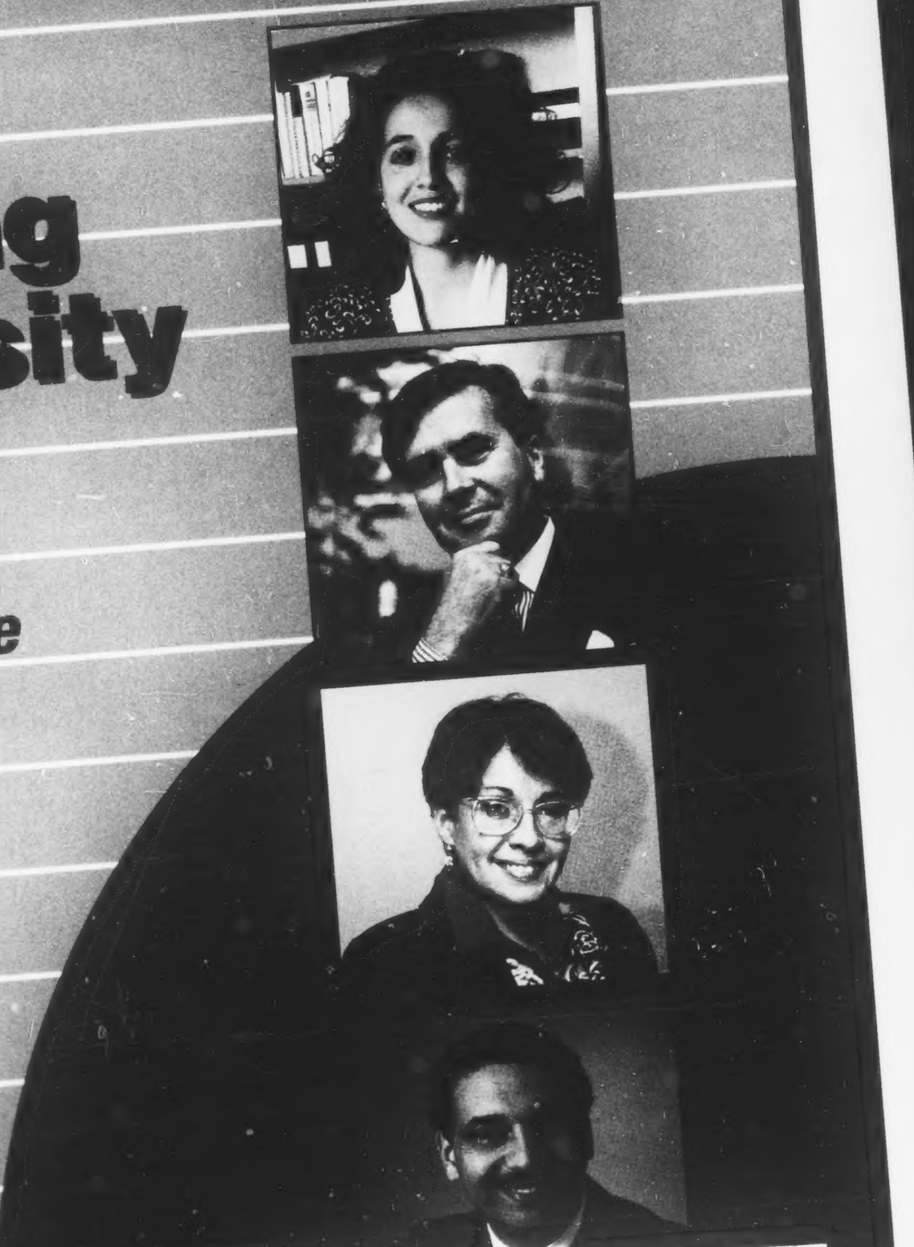
HispanicBUSINESS®

Making Diversity Work

A Roundtable Report



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HispanicBUSINESS

The magazine for growth companies and ladder-oriented professionals

February 1991 Volume 13, Number 2

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Roundtable members, from top: Maggie Pena, Louis Laguardia, Arleane Baltrusitis, and Teo Diaz.

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EW YORK N.

Over the years, this magazine has focused consistently on three or four editorial themes affecting the economic development of the U.S. Hispanic population.

One of our main themes has been the state of the Hispanic business economy, with a special reference to its potential for growth as the century comes to an end. We track U.S. Hispanic business activities through a number of annual stories seeking to measure rates of growth and integration with the broader business economy.

Similarly, we regularly report on the growth of the Hispanic consumer market, and its integration with the country's larger market forces. Our assumption is that such integration reflects ever wider recognition of the rise in U.S. Hispanic economic power.

We also regularly feature editorial matter focused on the relationship between Hispanic demographics and the composition of the corporate and government work force. But until now we had not fixed on an editorial perspective which adequately described that relationship, because neither affirmative action nor equal opportunity has ever really become a useful tool for Hispanic white collar workers.

Why? Perhaps because historically this country's public and private institutions have associated the term "minority" primarily with African-Americans. Moreover, Hispanics have not always felt comfortable with the status designation that comes with the broad social meaning of minority.

But now undeniable demographic realities and economic pragmatism seem to be hatching a corporate perspective on work force diversity that makes sense for Hispanic professionals.

Both the affirmative action and equal opportunity designations are deeply rooted in historic wrongs and the civil rights struggle. But the new reality is that the work force will of necessity be diverse: successful competition will depend on a company's ability to manage that diversity for maximum productivity.

Management of diversity is a concept that affects the bottom line directly, rather than appealing to the heart, and one that affects and motivates all employees rather than just isolated groups.

This issue's cover story by Senior Editor Rick Mendosa, "Diverse We Stand," focuses on the large companies that have taken the lead in effective diversity management. Representatives of these pioneering firms—the "HISPANIC BUSINESS Diversity Roundtable"—provide us with a picture of how enlightened management is turning what many see as a problem into a competitive opportunity.

Several other major stories in this issue also play on the theme of management opportunities. "Where's the Fast Track?" by Maura Mackowski examines opportunities for the advancement of Hispanic women in middle management. "The Gathering Storm in Broadcasting" by Hector Cantu paints a troubling picture of limited management level employment opportunities for Mexican-Americans in Spanish broadcasting. And an article by Leigh Guren, "Home Sweet Profit Center," explores some of the varied equipment that is currently available to entrepreneurs launching an at-home business.

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FINANCE

Victims of Benign Neglect

Hispanic-owned S&Ls are being crushed unfairly by federal "protection."

By Joseph Wells

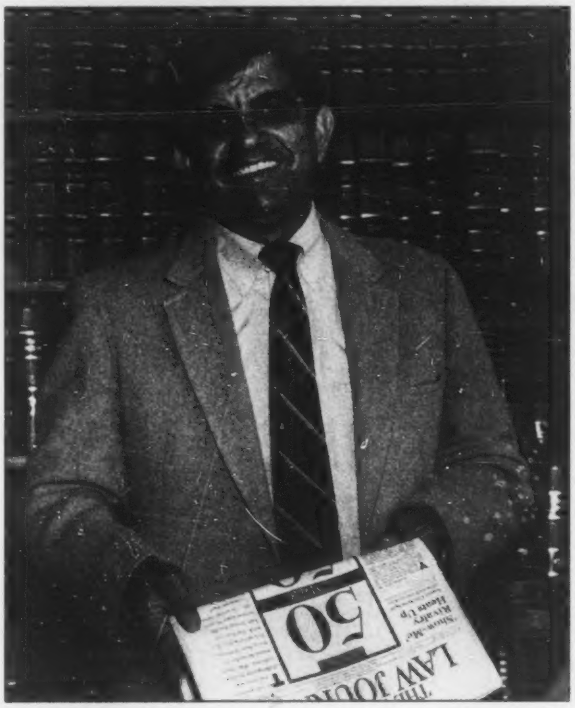
Speaking up in defense of the ailing savings and loan industry is not a great way to make friends these days. But standing up for minority-owned S&Ls is exactly what the Latino Issues Forum has been doing.

"It's a difficult issue that a lot of people turn away from," says Forum member Carlos Melendrez. Indeed, most people will jump up in support of the Financial Institutions Reform, Recovery, and Enforcement Act of 1989, which the government is using to enforce tighter control of America's miltibillion-dollar savings and loan crisis. But not all S&Ls are junk bond-based operations. And that was the point that the Latino Issues Forum wanted to make last July when it ran a full-page letter to the Bush Administration in the western edition of *The New York Times*.

The letter that the Forum sponsored, with the support of seven other Hispanic organizations, called attention to the plight of Pan American Savings Bank, the second largest minority-owned thrift in the nation. The message was that Pan American was one of only two Hispanic-owned S&Ls in all of California, which has a Hispanic population of 7 million, and that it was about to be "crushed by the weight of rules intended for giant speculators."

Pan American was being treated like the many S&Ls that had invested in junk bonds, engaged in redlining (discrimination), assisted speculators, or engaged in fraud...and as a result lost tax payers' money. But it was not guilty of any of these highly publicized transgressions.

Pan American was in fact making a profit. Yet, says Mario R. Castro, the thrift's chairman, "our very existence is endangered. The new regulations require us to double our capitalization, which is next to impossible. And, according to those regulations, we can't make small business loans or loans on 'mixed' buildings [buildings with both multiple residential units and one or more storefront businesses]." Under current Office of Thrift Supervision (OTS) regulations, such buildings are technically 100 percent "commercial properties," and thus too risky to support loans.



John Gamboa, executive director of the Latino Issues Forum, leads an effort supported by other Hispanic groups to bring the plight of minority-owned S&Ls to the attention of the federal government.

Unfortunately for Pan American, it has traditionally made many loans on mixed buildings, which are common in the Mission district of San Francisco where the thrift is located, and the institution was about $18 million over its allowable limit on such loans when the new restrictions came into effect. Pan American was ordered to stop such lending immediately, even though it had never had a single foreclosure on a mixed property.

"We're fighting, but are still managing to be profitable," Mr. Castro points out, adding that "the OTS forced us to mark down the value of our headquarters building by $5 million. That virtually destroyed our capital base."

Pan American is not the only minority-owned thrift caught unfairly in the S&L witch hunt. Far from it. According to John Harshaw, president of the American League of Financial Institutions—an organization that represents minority-owned S&Ls—the number of minority institutions in this country (including eight in Puerto Rico) declined from 71 in March 1989 to 51 in March 1990.

Why should well run minority S&Ls be tarred with the same brush as everyone else? In Mr. Harshaw's opinion, it goes back to a more basic problem: "Regulators have historically viewed us [minorities] as a headache. We aren't real to them. When they get a chance to close us down, they do. And there are plenty of records to support this."

The records he's referring to go back to 1980, when George Bush became Vice President. They show, for instance, that there were seven Hispanic-owned S&Ls in Texas in 1980. Now there are none. There were eight in California. Now there are two. There were 29 Hispanic S&Ls altogether. Now there are only eight in the entire country.

A press release issued by the Latino Issues Forum prior to a meeting with OTS Director Timothy Ryan in September 1990 summarized the situation thus: "Today there are only eight Hispanic, 11 Asian, 24

Mario R. Castro, chairman of Pan American Savings Bank, the largest U.S. Hispanic-owned S&L, says its "very existence is endangered" by laws to control giant speculators.

African-American, and one woman-owned S&L left in our nation. These institutions are an endangered species, due to the 'benign neglect' of the federal government, including the Office of Thrift Supervision."

Later, on October 25, the League of Financial Institutions sent a letter to the OTS asking why they didn't have a policy for dealing with minority thrifts. The OTS response was a "Policy Statement on Minority-Owned Thrift Institutions" that, according to Mr. Harshaw, "doesn't say anything. It's all negative. It says 'This is what we'll do when we shut you down.' But nothing about what they'll do to keep us open. It is general and has no specifics—sort of like saying 'I like children.' It contains no concrete policy or guidelines."

About all it does say, Mr. Harshaw goes on, "is that when they sell us, they will attempt to sell us to a minority buyer. And there's nothing about working to increase the number of minority thrifts." Although, he says, the OTS worded its press release to make it seem that they had committed, in their words, to "preserve the number and character of minority-owned depository institutions."

Still, "getting the government to recognize and admit the problem is an important step," says John Gamboa, executive director of the Latino Issues Forum. But, Mr. Melendrez adds. "We don't want them to think that throwing us a bone will satisfy us. We'll have to keep up the pressure, to force the government into more specific policies," he insists.

Another, almost ironic, aspect of the federal government's attempt to punish all S&Ls equally is its undifferentiated enforcement of the Community Reinvestment Act. This regulation is designed to reduce redlining—discrimination against inner city residents and minorities. "Some institutions practice red circling," Mr. Gamboa explains, "segmenting off whole neighborhoods, saying that they don't make loans there as a matter of policy. A study published last year in the *Atlanta Constitution* showed that the biggest S&Ls are doing the most redlining. They identified American Savings, which the government recently bailed out, as a major offender."

As with the Financial Institutions Reform, Recovery, and Enforcement Act, the Community Reinvestment Act applies one standard to all S&Ls, including those owned by minorities. The Reinvestment Act requires them to deal more with the community where they are located, to participate more in low-cost residential units, and to invest in advertising to inform the community about the financial options that are available to them.

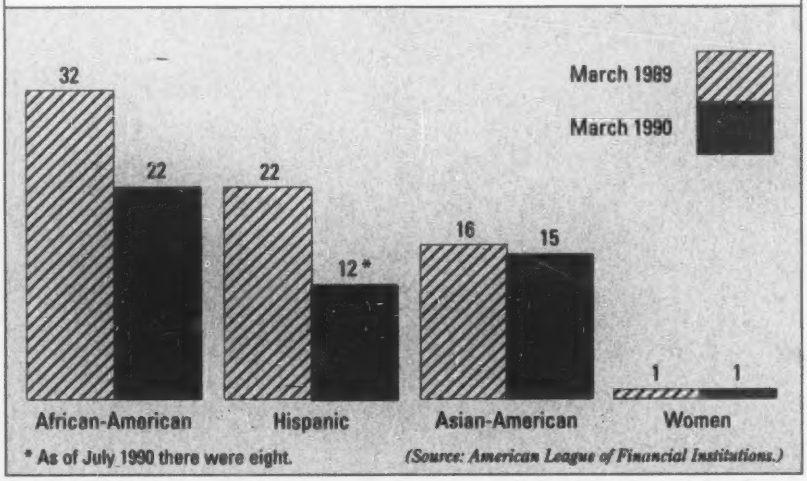
As a result, Mr. Castro says in exasperation, "Part of the government is telling us we have to stop supporting the minority population here, and another part is telling us we have to do more." And importantly, says James B. Brasil, president of Pan American Savings, "We simply can't afford to be advertising or investing in this way."

To sum it all up, Mr. Melendrez points out, "It's fine to slap penalties on the crooks, but imposing enormous capital restrictions on the innocent S&Ls along with the guilty ones is unfair." Unfortunately, these individuals recognize that many Americans are blaming *all* S&Ls for the current crisis. Even some of the Hispanic organizations that the Latino Issues Forum approached for sponsorship of their letter to President Bush in *The New York Times* refused to provide any support at all.

That letter concluded by saying it represented the combined interests of nearly 7 million California Hispanics in respectfully urging President Bush to step in personally, investigate all of the facts, and help to preserve an endangered species—the minority-owned S&L.

To date, the President has not stepped in, according to Mr. Gamboa, and response from the Office of Thrift Supervision has been perfunctory.

One-Year Decrease in Minority-owned S&Ls



* As of July 1990 there were eight.

(Source: American League of Financial Institutions.)

COVER STORY

Diverse We

HISPANIC BUSINESS introduces the Diversity Roundtable.

By Rick Mendosa

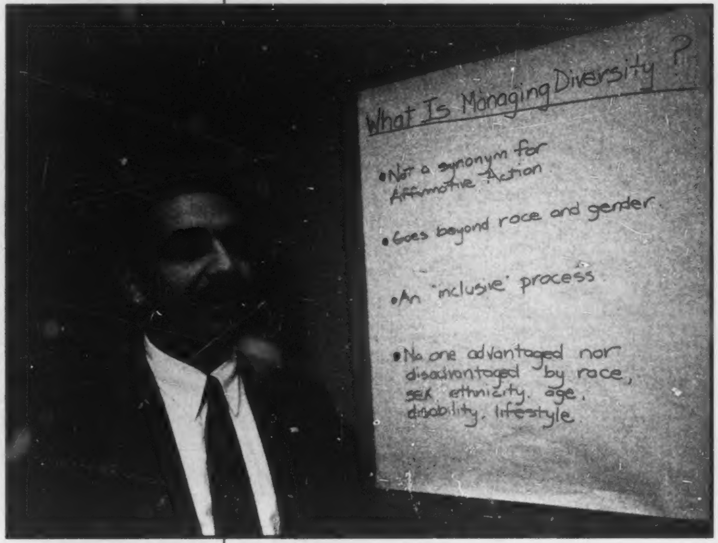
Will the steam driving the new emphasis on managing diversity build enough pressure fast enough? As our work force grows older, more female, and more minority, will this new emphasis on making full use of all workers take up the slack left by the federal government's increasingly benign neglect of affirmative action programs?

The stark reality, as "the American century" comes to a close, is that our work force is growing slower than our economy. As the Department of Labor's influential "Workforce 2000" report first hightlighted in 1987, only 15 percent of all new entrants to the labor force through the year 2000 will be mainstream men, by comparison with 47 percent in that category as of 1987. The report went on to emphasize the crucial necessity of integrating African-American and Hispanic workers fully into the economy.

This first annual HISPANIC BUSINESS Managing Diversity Roundtable sets out to explore what some of America's leading companies are doing as they carry out the biggest employment policy transition since the beginnings of affirmative action 30 years ago. We sought the views of representatives from several "pioneering" firms, and other experts in the field. The corporations represented on the Roundtable include Allstate Insurance Company, American Express Company, AT&T, Avon Products, BankAmerica Corporation (Bank of America), U S West, and Xerox.

We conclude that if other companies follow the pioneers' lead, corporate actions to manage a diverse work force will be as widespread by the end of the century as affirmative action programs ever were.

And, unlike affirmative action, these new objectives will be part of each company's business strategy, its very fiber. They are not imposed, nor a responsibility isolated in the human resources department, nor pursued for specific individuals only. Rather, productive diversity will be an essential goal of the company, pursued to make the company more competitive, supported by every employee.


What Is Managing Diversity?
• Not a synonym for Affirmative Action
• Goes beyond race and gender.
• An "inclusive" process
• No one advantaged nor disadvantaged by race, sex, ethnicity, age, disability, lifestyle.

"Managing diversity goes beyond the moral and legal requirements of affirmative action and includes everyone," says Allstate's Employment and Workforce Diversity Manager Teo Diaz.

First, is managing diversity considered a competitive issue at the pioneering companies?

It certainly is at consumer-products giant Procter & Gamble. So much so that they aren't talking about it. When a company can resist the urge to brag about something smart it's doing, you know it's onto something really good.

"We make no apologies for considering this a competitive issue," says Lynwood Battle, P&G's manager of corporate affirmative action. "When it gets right down to it, the companies that are going to survive and thrive in the next century are the ones that take full advantage of their work force." These comments were made to *Personnel Journal* in 1989. But when HISPANIC BUSINESS asked to interview Mr. Battle for this article, company spokesperson Sydney McHugh cut us off, stating that "for competitive reasons I can't tell you very much about how we view the subject."

"Procter & Gamble was a pioneer in recognizing the importance of managing diversity," says Lewis Griggs, president of Copeland Griggs Productions in San Francisco. With the support of P&G and 49 other major American companies, Mr. Griggs de-

Stand

veloped an educational film series in the mid-'80s entitled "Valuing Diversity," now used by more than a thousand businesses and schools. P&G's Mr. Battle "is no longer able to be as helpful [on this subject] as he used to be because his hands are tied by the company," Mr. Griggs explains. "And that's beginning to happen everywhere."

While no other major companies seem to be playing their diversity cards quite as close to the chest as P&G, management of a pluralistic labor pool is clearly a competitive issue for at least three of the companies whose representatives responded to our question. Louis Laguardia at American Express, for example, says his company definitely expects "a return on its investment in diversity management." Mr. Laguardia, the senior vice president of human resources for the Consumer Card & Financial Services Group of American Express Travel Related Services, says frankly, "We do it to make this company more competitive."

Diversity is a strategic issue for AT&T too, according to Ben Cavazos, a division manager for customer contract management. Mr. Cavazos, who is also president of the Hispanic Association of AT&T Employees (HISPA), says this is because "if we don't manage diversity effectively, then given the demographics of both the marketplace and the labor pool, we are going to set ourselves up to be less successful than we'd like to be."

Anne Fritz, division manager for affirmative action and diversity at AT&T, concurs that the company views managing diversity as a competitive issue. And at U S West Inc., Darlene Siedschlaw, director of EEO/AA, agrees that her company's emphasis "absolutely is a competitive issue—it makes good business sense."

So for all of these leading companies and a few others, "managing diversity" has become the watchword of the '90s. Watchword, not buzzword.

But elsewhere, is managing diversity more of a buzzword than a reality?

One industry that hasn't even heard the "buzz" yet is the entertainment business. Maggie Pena, who is manager of finance for Paramount Pictures Corp.'s video distribution business and president of the National Society of Hispanic MBAs, says the entertainment industry in general is not yet even "aggressive" about affirmative action, and certainly "hasn't got as far" as considering how to manage work force diversity.

Other companies do treat diversity as a buzzword, says Mr. Griggs, who studied many companies in developing the "Valuing Diversity" films. "At some places they grab the concept of managing diversity so they can do less—and dismantle the affirmative action and equal employment opportunity programs," he says. "And I'm sure that in many places they think diversity is a nice new sexy word for doing the same old thing."

None of this bothers Mr. Griggs though, because in his view, "The demographics are real and are not going to go away." Many companies began to take notice of the demographics about four years ago, he points out. The breakthrough came with what could have been just another report to gather dust on the shelf. The report, called "Workforce 2000," was done for the Department of Labor by the Hudson Institute to document labor market trends through the end of the century. "Workforce 2000," which was issued in July 1987, was the "triggering vehicle for focusing everybody's attention on work force diversity," says Ted Payne, manager for corporate affirmative action and work force diversity for the Xerox Corporation. "Diversity was being talked about to a degree before," Mr. Payne remembers, "but I would call the report a galvanizing event that crystallized the issue in a lot of people's minds."

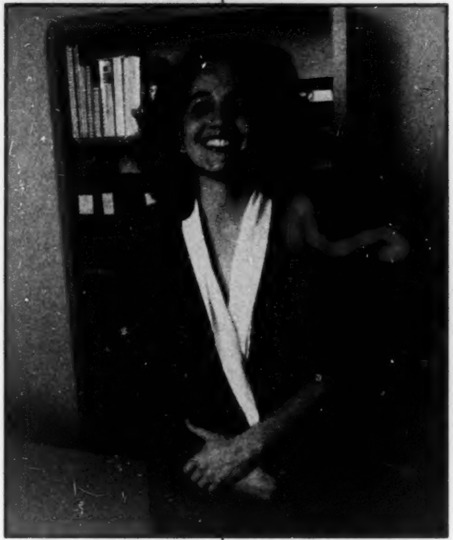
How is managing diversity different from affirmative action?

In the old days, corporations could neatly limit their affirmative action programs to their human resources offices. But by its very nature, productive diversity is a goal that every employee in the company must deal with.

At Avon Products Arleane Baltrusitis (left) and Yvonne Jackson work together to sustain a focus on diversity. Ms. Baltrusitis heads Avon's Hispanic Network and Ms. Jackson is vice president for human resources.

At Bank of America, the difference between affirmative action and managing diversity is that now "a large segment of the training program that every manager goes through is on managing diversity," says Ennio Quevedo-Garcia, a vice president and marketing director. "I have seen the bank make deliberate efforts to identify key minority contributors, provide developmental experiences for them, and then promote them."

Teo Diaz, Allstate's employment and work force diversity manager, who also headed the company's Hispanic Forum until last year, points out a fundamental difference between Allstate's current emphasis on managing diversity and its earlier focus on supporting affirmative action. "Managing diversity goes beyond the moral and legal requirements of affirmative action and includes everyone," Mr. Diaz explains.

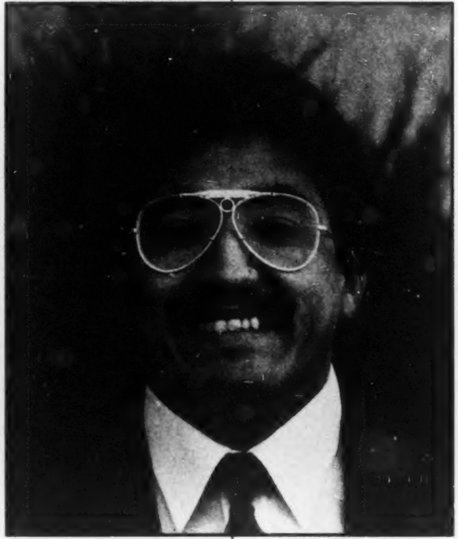


Maggie Pena, manager of finance for Paramount Pictures Corp.'s video distribution business, says her industry is neither aggressive about affirmative action nor concerned with diversity.

"When we begin to address managing diversity," he continues, "We didn't know what kind of reaction we were going to get." It turned out that when they defined this goal as something much broader than affirmative action, they experienced broader acceptance. "Now, if the mainstream man doesn't know how to work with women and people who are culturally diverse," Mr. Diaz observes, "he himself may be negatively affected in terms of moving ahead, so he is accepting management of diversity much more positively than affirmative action, which excluded him."

What are the companies that led the way in recognizing America's new employment realities?

Our survey elicited broad agreement on three companies in three parts of the country: U S West, Hewlett-Packard Company (HP), and Digital Equipment Corporation (DEC). U S West's headquarters are in Englewood, Colorado, a suburb of Denver. HP's home base is in Palo Alto, California, and home for DEC is Maynard, Massachusetts.



Felix Alvarez of U S West says there is no skepticism any more about pluralism in his company.

Right behind these top three companies come nine more. These are, in alphabetical order, Allstate, American Express, AT&T, Avon, Bank of America, Du Pont, Honeywell Inc., P&G, and Xerox. Of the 12 pioneering companies it is probably no coincidence that half have Hispanic employee organizations (see "Hispanic Employee Organizations in Major U.S. Corporations," HISPANIC BUSINESS, January 1991).

Honorable mention also must go to three more companies: Johnson & Johnson (particularly its Ortho Pharmaceutical subsidiary), Levi Strauss and Company, and McDonald's Corporation.

The movement is not limited to businesses either. According to Gordon Mack, director of cultural diversity for the YMCA of the USA, two pioneering nonprofits are the American Red Cross and the YWCA. Although the YMCA's emphasis on diversity is more recent, it developed a video entitled "Enriching the YMCA with a Multi-racial Workforce," which it shows to all its employees. And in academia, Joe Cordero, coordinator of special employment programs at the University of California, San Diego credits the University of California, Los Angeles for being ahead of even his own institution in recognizing the importance of managing diversity.

Why is your company a pioneer in diversity management?

At U S West the emphasis on what they call "pluralism" is even older than the company itself. It started in the mid-1970s with Jack MacAllister, who was then the CEO of Northwestern Bell, one of U S West's predecessor organizations. Mr. MacAllister, who recently retired as U S West's CEO, originally "was perceived by his peers as being out of step for addressing issues that would cause problems," recalls EEO/AA Director Ms. Siedschlaw. "He recognized that we needed to address racism and sexism at Northwestern."

The outcome of Mr. MacAllister's groundbreaking effort was probably the first set of workshops ever to address these issues. The week-long seminars, one on racism and one on sexism, were run by outside contractors. "Some people even questioned whether that was an appropriate way to spend the shareholders' money," Ms. Siedschlaw recalls. But his response to such questions, then and now, she explains, is that racism and sexism affect productivity, and productivity goes directly to the bottom line.

Nowadays Mr. MacAllister is hailed as a visionary. His work was featured in the "Valuing Diversity" series, and it is almost certain that without his leadership U S West would not have been one of the pioneers of pluralism. As Ms. Siedschlaw puts it, "Unless you have the commitment at the top, you may do some cosmetic things to the company, but you are not going to change the culture." By comparison, because of Mr. MacAllister's commitment, says Mr. Griggs, "If you go to U S West today, walk the halls, and sit down with the people, you will find that at a gut level the managers and employees clearly understand what we are talking about."

Another Diversity Roundtable pioneer is Felix Alvarez, head of U S West's Hispanic employee organization—SOMOS—and a project leader for its U S West Communications subsidiary in Seattle. Mr. Alvarez notes that his company's terminology is different than that used by most businesses. What other companies call "diversity," they call "pluralism." And instead of "minorities," U S West has "people of color," although not everyone cares for that term. Whatever the labels, Mr. Alvarez notes that in his 12 years with the company he has seen some major changes in human relationships. "In the beginning there was a skepticism regarding what pluralism was all about," he recalls. "Now there's no skepticism anymore. People understand that this is our way of doing business." Also in those 12 years, says Mr. Alvarez, he has seen "a growth in understanding of Hispanics."

"U S West is one of our models and we've talked to them a lot," says another Roundtable member, Yvonne Jackson of Avon. Ms. Jackson, who is Avon's vice president for human resources, reports that her company needed a lot of help in the early '70s. Avon was calling, but homemakers weren't answering. "This company almost missed the women's movement, and if you think about that strategically, it's a mind-blower," declares Ms. Jackson.

Discussing AT&T's management of diversity are (from left) Marie Santana, federal government affairs administrative director, Ben Cavazos, division manager for customer contract management, and Anne Fritz, division manager for affirmation action and diversity.

Then Avon moved through two stages, Ms. Jackson says. In the mid and late '70s, the first stage, they managed a fairly aggressive affirmative action program. Later, in the early '80s, Avon realized that affirmative action was being implemented for the wrong reasons, she says, "so we started to embrace the concept of multiculturalism, and that connotes valuing diversity."

In the first stage, at least, listening was the key. James Preston, now Avon's CEO, was executive vice president in the mid-'70s. He couldn't hear what women and minorities were saying, Ms. Jackson reflects, because their voices were "filtered through management." So he created and chairs a special organization—the Women and Minorities Participation Council—as a means of receiving back-channel communications. Avon too has stopped using the term "minorities," says Ms. Jackson. "As the population has grown, there really is no minority," she points out. "We talk about our segmented work teams and people." But several ethnically identified groups have grown out of the Women and Minorities Participation Council, including Avon's Hispanic Network, which is now headed by the company's Manager of Corporate Employee Benefits, Arleane Baltrusitis.

Avon's emphasis on managing diversity was clearly market driven, Mr. Griggs concludes. "If you knock on diverse doors, you have to deal with diversity, and you need diverse people to do it."

Allstate's Mr. Diaz is another Diversity Roundtable pioneer. "You hear about Xerox, AT&T, and Bank of America as being leaders in this area," Mr. Diaz says, "and we think that at Allstate we are very much on top too. We just haven't had the publicity that those companies have."

"Allstate's emphasis on diversity is market driven, like Avon's, and that's fine," says Mr. Griggs. "It's worth pointing out that some companies are market driven, some affirmative action driven, and some growth driven, all in order to get to the same place—they've got a diverse work force that has to be managed more effectively." Allstate was another of the 50 companies that helped Mr. Griggs plan and finance the "Valuing Diversity" films.

Xerox is a good example of a company that accomplished much through affirmative action, says Mr. Griggs. "It's one of the clearest cases of companies that acted affirmatively merely because it was the right thing to do."

But according to Mr. Payne at Xerox, "In large measure it was because African-American men pressed the alarm button. The key events were the riots in Rochester—where our corporate headquarters were—and that got Xerox's attention. [African-American men] were very visible, very vocal, and very threatening. The squeaking wheel got the oil. So that's where we [Xerox] put most of our early emphasis and that is where we've gotten the biggest bang for the buck."

As a result Mr. Payne, an African-American himself, observes that "the progress of Hispanics, African-American women, and majority women is substantially below that of African-American men." And not surprisingly, Mr. Griggs points out that Xerox has a better reputation with African-American men than with any other minority group.

Across the country in California, Roundtable representative Robert Beck points out that Bank of America was already beginning to change its poli-

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cies when the "Workforce 2000" report came out. Mr. Beck, who is executive vice president for corporate human resources, says his company's appreciation of the demographics started in 1979. Because Bank of America does business almost entirely in California, it was propelled to the forefront by the imperatives of that state's leading edge demographics. The simple fact, says Mr. Beck, is that California's minorities will become the majority within two years.

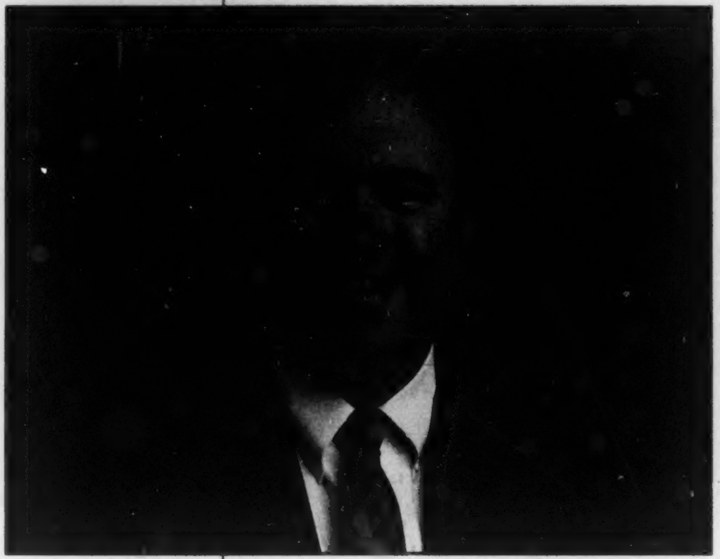
It all started one fateful day in 1979, when Mr. Beck got a call from B of A's CEO, Tom Clausen. Mr. Clausen had a question: "There's a new decade coming—does it mean anything different, or is it just another 10 years?" After hiring the University of Michigan to study California's demographics, Mr. Beck concluded that the new decade indeed meant something different.

Bank of America was one of the early sponsors of the "Valuing Diversity" film series, as was American Express. "Three years ago American Express helped me make the first films in the series," Mr. Griggs recalls.

American Express has changed some of its policies because of demographic realities too, says Roundtable representative Mr. Laguardia. The company is shifting its emphasis from affirmative action and equal employment opportunity to valuing and managing diversity. They had "systems and programs that needed to happen and were good," Mr. Laguardia explains. "But now, from a business perspective, we must move on." He prefers to avoid the term "minorities." Rather, given the demographic realities, he sees such subgroups collectively as a "critical labor resource group."

For AT&T, the emphasis on managing diversity dates back at least to 1986. AT&T's Anne Fritz, who is division manager for affirmative action and diversity, recalls that several employee groups, including HISPA, began demanding management attention at about that time. "We want to talk to you about the environment at AT&T," some of them told Bob Kavner, then CFO and currently group executive for computer systems. Mr. Kavner listened and it started spreading, Ms. Fritz says. Also at about that time, Vice President John Petrillo in Atlanta became involved with the Positive Action Task Force, another group becoming concerned with AT&T's environment. "They were working independently, but on the same kinds of issues," Ms. Fritz explains.

Since 1986, AT&T's very large and dispersed corporate environment has begun to change, says HISPA President Mr. Cavazos. "When I first came into the business 16 years ago, we were looking at affirmative action issues. More than once mainstream people approached me and said, 'you were hired...or promoted...because you are a minority.'" In today's environment, Mr. Cavazos says, he no longer hears that blatant resentment.



Robert Beck, Bank of America's executive vice president for corporate human resources, says his company's goal is to "make sure we treat people as individuals based on their skills, knowledge, ability, and aspirations."

But AT&T is still searching for answers, says Mr. Griggs. Like American Express, "they are experimenting a lot and are rather unfocused." As evidence of the company's search for answers, Mr. Cavazos describes a recent meeting he had with AT&T's CEO, Bob Allen, to talk about issues and concerns. "He also attended our annual HISPA conference to talk about diversity and express his support of the organization," says Mr. Cavazos. "I think it is pretty impressive when the CEO of a multibillion dollar corporation concerns himself with sharing your concerns and following your progress."

How do the Roundtable members define their diversity policies?

The seven Diversity Roundtable companies use different terms to describe their objectives in managing diversity. And in fact the differences go beyond terminology. For many companies, managing diversity effectively means handling differences of race and gender. But for AT&T, the definition is "creating an environment where everyone can achieve his or her potential." And at U S West, says Ms. Siedschlaw, the objective is to deal with "the differently abled, plus racism, sexism, ageism, homophobia—the various isms—that do and can affect productivity."

And Allstate and Avon apparently go a step further, to the level of individual differences. "Diversity is not simply an issue of culture—it is whatever makes you different," says Allstate's Mr. Diaz. To that list of differences Avon's Ms. Jackson would even include personal style. Similarly, Bank of America's Mr. Beck says, "The goal is to make sure we treat people as individuals based on their skills, knowledge, ability, and aspirations, and recognize that they are all different. Diversity for us is a broad issue, not just a minority/majority question. It's different family styles, different lifestyle. It's a whole bouillabaisse of issues, looking at both individual and company needs, and trying to make the two work together."

What are American corporations actually doing to provide a better place for their diverse work force?

Aspirations are one thing. Actions are another. According to a 1990 follow-up report to the "Workforce 2000" study, "The number of companies with programs aimed at addressing diversity issues is relatively small." Only 29 percent of the surveyed companies reported that they were training managers to value diversity. And just 42 percent have explicitly recruited minorities.

Clearly, the seven pioneering companies we've examined are doing much better than the national average. All seven have provided some diversity training to their managers.

Again U S West leads the way. All 65,000 of its employees are scheduled to participate in their pluralism workshops within the next five years. Approximately 14,000 have already received this training, Ms. Siedschlaw says. In addition to offering a carrot in the form of training, U S West has added a bigger carrot. Compensation is tied to effective management of corporate pluralism. "If you want your bonus," Ms. Siedschlaw warns, "your performance in that area had better be reflective of the corporation's commitment."

Lewis Griggs is president of Copeland Griggs Productions, which created the "Valuing Diversity" film series, used by the pioneering companies in diversity management to raise employee awareness.

At AT&T, according to Mr. Cavazos, the compensation of senior managers will also be tied to their level of success in managing diversity. To assist them, says Ms. Fritz, the company uses the "Valuing Diversity" films as an introduction to what managing diversity is all about, and "then we bring in consultants to work with small groups. Five or six different consultants are working with us right now," she explains. "Our sessions go anywhere from a group of 10 up to 40 or 50, where usually there will be more than one consultant."

Mr. Diaz says Allstate makes the "Valuing Diversity" films generally available to its 50,000 employees, although it keeps no record of the number who have actually seen it. "A breakthrough for us this year was [making] diversity one of the strategic business issues before the board of directors," he adds. "That means we are going to be talking about managing diversity in the same terms that we use to talk about other business issues, such as profits."

Allstate is also active in minority recruitment, says Mr. Diaz. Specific tactics in this regard include maintaining a booth at the national convention of the National Council of La Raza and working with SER-Jobs for Progress. College recruitment is focused in the Southwest, particularly the San Antonio area, where a "Corporate Strategies Workshop" teaches prospective employees the art of surviving in a corporation.

Furthermore, Mr. Diaz notes, "Our interest in employing Hispanics is evidenced by our use of the HispanData National Hispanic Resume Database [offered by Hispanic Business Inc.], which we subscribed to in July. We've hired three people through HispanData already, and this is one of our major attempts to attract Hispanics from around the country. We're hiring people who have worked in other companies, but are looking for a better career." Lysa Kessman, who manages HispanData, reflects that "companies which are becoming known for their creative and aggressive approach to sourcing diverse candidates use services like ours. Such companies include Allstate, American Express, Johnson & Johnson, Levi Strauss, McDonald's, and Bank of America."

At Bank of America, in fact, Mr. Beck says he's pursued so many recruitment, training, and policy initiatives that he doesn't know what is left to change. "Rewards, recognition, promotions—almost everything we're doing now is based on individual treatment, except we are trying to balance that with a focus on teamwork," he says. Consequently, Bank of America is far ahead of the national averages—42 percent of its employees are members of ethnic minorities, 72 percent are women, and half of all branch managers are women.

The policy that Mr. Laguardia is putting in place at American Express involves what he calls "a three-pronged strategy—paying critical attention to recruitment, then retention, then development." The training programs he's developing will be built around this platform.

Mr. Laguardia's emphasis now is on recruiting qualified members of the "critical labor resource group." "We have used many recruiters and Hispanic headhunters," he says, "including HispanData." Another current priority is to establish a "platform" that the company can use as a basis for management training and other programs.

Company benefits are another example of changes to reflect pluralism at American Express. "For several years we have had a flexible benefits program, which we are significantly enhancing this year," Mr. Laguardia says. "It gives the employee the opportunity to make choices. In the past there was a list of benefits, and if you were an employee that's what you got."

Only Xerox admits that it doesn't really know what to do to develop an effective program to train managers in diversity issues. Considering the company's stellar affirmative action reputation this may be surprising to some. Estimating that perhaps half of Xerox's 111,000 employees have seen the "Valuing Diversity" films, Mr. Payne notes that while they make people aware of the issues, they do not constitute training. Rather, he says, they "beg the question of 'Now that you've made me aware, what do I do?' We have an incomplete program, and are looking at other vehicles to address this lack," he concedes.

Who helps these Roundtable companies train employees to deal with diversity?

The answer for most of them was the Copeland-Griggs "Valuing Diversity" awareness films, augmented by the use of outside consultants.

Luckily, says Mr. Griggs, "Lots of people are beginning to provide the follow-up training now. It will be part of business forever, so everybody is getting into it." The largest Hispanic consulting firm now working with diversity issues is de Candia International, a San Francisco-based management consulting firm headed by Mark Ortiz de Candia that specializes in helping corporations manage their diverse work forces. With a pool of about 200 consultants to draw upon, his firm serves such major clients as U S West, AT&T, the U.S. Navy, the State of California, and the Peace Corps.

Mr. Ortiz has a caveat about relying too heavily on the "Valuing Diversity" films. "Mainstream men, who control most of the companies in the U.S.," Mr. Ortiz says, "for the most part walk away from the films believing that they understand what they were talking about. The films have a finality about them that feels comfortable. That's unfortunate, because a day later nothing changes." Nothing changes, that is, unless the companies follow up with training. The approach Mr. Ortiz uses is "a process structured in the form of a workshop. We provide you with an experiential exercise." The result, he claims, affects people for a lifetime, although the workshops do require follow-up. At AT&T Mr. Cavazos has high regard for de Candia International, because "they have a good reputation as being professional and capable."

What would be the ideal diversity management program?

Given the relative infancy of this field, HISPANIC BUSINESS asked the Roundtable experts to describe their ideal program for developing diversity management skills. To begin with, a number of them took exception to the very concept of a "program" per se for managing diversity. Ms. Siedschlaw speaks for more than U S West when she says, "What we are doing is not a program, which implies a start and ending time. What we are doing is changing the corporate culture."

Several other companies have an ideal program in mind, but feel they lack sufficient funding to do it. For example, Ms. Jackson at Avon believes an ideal program would require "a lot of resources.

Corporate America's Response to a Diverse Work Force

(Based on a survey of
645 major corporations)

Type Program	Percent of companies that have programs
English Training	9%
Mentoring	10%
Immigration Assistance	11%
Support Groups	11%
Minorities Trained to Supervise	12%
Managers Trained to Value Diversity	29%
Minority Recruitment	42%

Source: "Competing in a Seller's Market: Is Corporate America Prepared?" a report issued in 1990 by Towers Perrin.

Assimilate or Adapt?

Who has to change? If America's businesses are going to manage their diverse work force they certainly will have to change, and that process is well under way. But will Hispanic (and other) employees have to change too?

The Hispanic leaders we spoke with have, let us say, diverse views on this subject. Diversity consultant Marc Ortiz de Candia, on the one hand, argues that Hispanics should not have to assimilate into the mainstream culture to be successful. That would be "saying you can't be what you really are," he asserts. On the other hand, a number of the Hispanic leaders we interviewed within major corporations stress a need to adapt to the reality of organizational culture as it is today.

"Minorities have to remember that it is easier for them to conform to the corporate culture than for the corporate culture to conform to them," says Henry Hernandez, president-emeritus of the National Society of Hispanic MBAs and a Lockheed Corporation manager in Houston. One change most Hispanic employees need to make is to talk more in meetings, says Felix Alvarez, a project leader for U S West Communications and head of SOMOS, the company's Hispanic employee organization. "If you're quiet," he points out, "the perception is you are not interested."

Mr. Alvarez also emphasizes that Hispanic employees need to let their supervisors know what they are doing. "We feel that if we do our job our bosses will recognize what we do," he observes, and as a result, "I hear from my folks, 'I work my butt off, but I still don't get promoted.'" Arleane Baltrusitis agrees. She is manager of corporate employee benefits for Avon Products Inc. and chair of the Avon Hispanic Network. "Hispanics don't sell themselves," she remarks. "In Anglo society that is common, but we see it as vulgar."

Also, says Ben Cavazos, AT&T's division manager for customer contract management, "As we grew up we were taught to be seen and not heard. In the corporate

—*Continued*

The way we are doing it is very slow, simply because we don't have the resources to plow into it."

The perceived expense lies in the need to train everybody in the corporation. As HispanData's Ms. Kessman puts it, "Valuing diversity means not only acknowledging the differences, but more importantly, learning the assets of a bilingual, bicultural co-worker. Whether you are the CEO or the administrative assistant, this principle is significant." Mr. Payne at Xerox supports this view. "My ideal program for diversity training would be to work with the very top management of the company to craft and tailor it to the Xerox environment, and then have each level of management cascade it down...put in the time to understand the issues."

Some visionaries, including Bank of America's Mr. Beck, say the ideal program will do away with the need to have an equal opportunity department. Specifically, says Mr. Griggs, this would require making sensitivity to differences a "part of every program in recruiting, training, hiring, compensation, human resource management, marketing, and advertising. It should be natural that we are comfortable talking about our differences instead of needing to ignore them. So, when we get there, we won't have a need for special programs."

When are we going to get there?

Not even one of these pioneering companies is satisfied with how it is doing. Mr. Payne, for example, says it took Xerox 25 years to get to the place it is today in affirmative action. "With work force diversity," he exclaims, "we have just barely scratched the surface—I see another whole 25 years. You don't turn around attitudes that people develop over 30 to 50 years with one training program."

De Candia International's Mr. Ortiz sums it up by noting that diversity is hard to accommodate at the individual level, and therefore many times harder at the corporate level. "It is enormously difficult to make a change of the magnitude we are talking about," he concludes.

But when we succeed as a nation in making that change, we will tap into tremendous power, Mr. Griggs believes strongly. While the Japanese talk about how successful they are because they are homogeneous, he suggests, we can find even greater power in our diversity.

Imagine the strength in so many ways of looking at the world. Think of the potential productivity ready to be tapped.

Diversity consultant Marc Ortiz de Candia explains the difference between "assimilating" and "adapting" to a recent Pluralistic Leadership Workshop in San Francisco.

world, if you are not assertive and don't share with people what you are doing, not only is it often seen as a weakness, but you are not able to work with the right people and be considered for the right job."

Mr. Cavazos, who is also president of the Hispanic Association of AT&T Employees (HISPA), sees "a whole slew of other things [that] preclude us from being successful. "Too often when our kids come into the corporation they don't understand the dress for success corporate style—the blue pinstripe suits and the power ties. Consequently they start slower than others who already know the rules of the ball game."

And "too often we keep to our little group of friends and are hesitant to go outside and establish new networks because we are shy, because we think we are different," Mr. Cavazos reflects. "One of the biggest keys to success in the corporation is networking and finding a mentor. Until you become part of the network and learn to think the way they think, your chances for success are not as good as they should be."

In contrast, Mr. Ortiz takes particular issue with the emphasis on dressing for success. "We should have a say in whether or not that's right," he states strongly. "We don't have that choice. That's a belief that's imposed on Ben, and that's how Ben got where he is. You dress this way, Ben, you cut your hair this way, you start talking this way, you start looking this way. If you sit down and talk with Ben, he's an assimilated Hispanic male—just like I am.

"The fact that you wear this kind of tie as opposed to that kind, this kind of shoe as opposed to that kind, has nothing to do with what you can contribute," Mr. Ortiz argues. "They are saying you *can't* be what you really are. That's different from adapting, where you clearly look at the system for what it is, and if you decide that is what you want to do, then so be it.

"In essence what we are telling each other is that you need to be a mainstream male," Mr. Ortiz concludes. "And everything that you once were is stripped away. Suddenly what we could have contributed we can't, because we aren't even Hispanic any more. We are something that looks like Hispanic but doesn't act like it, or talk like it, and isn't any more."

Clearly, whether to assimilate or to adapt is not a question of right or wrong. Rather it is a personal decision that each Hispanic who works in corporate America must make. Each one must ask, "What price am I willing to pay to get ahead?"

MARCH 1991

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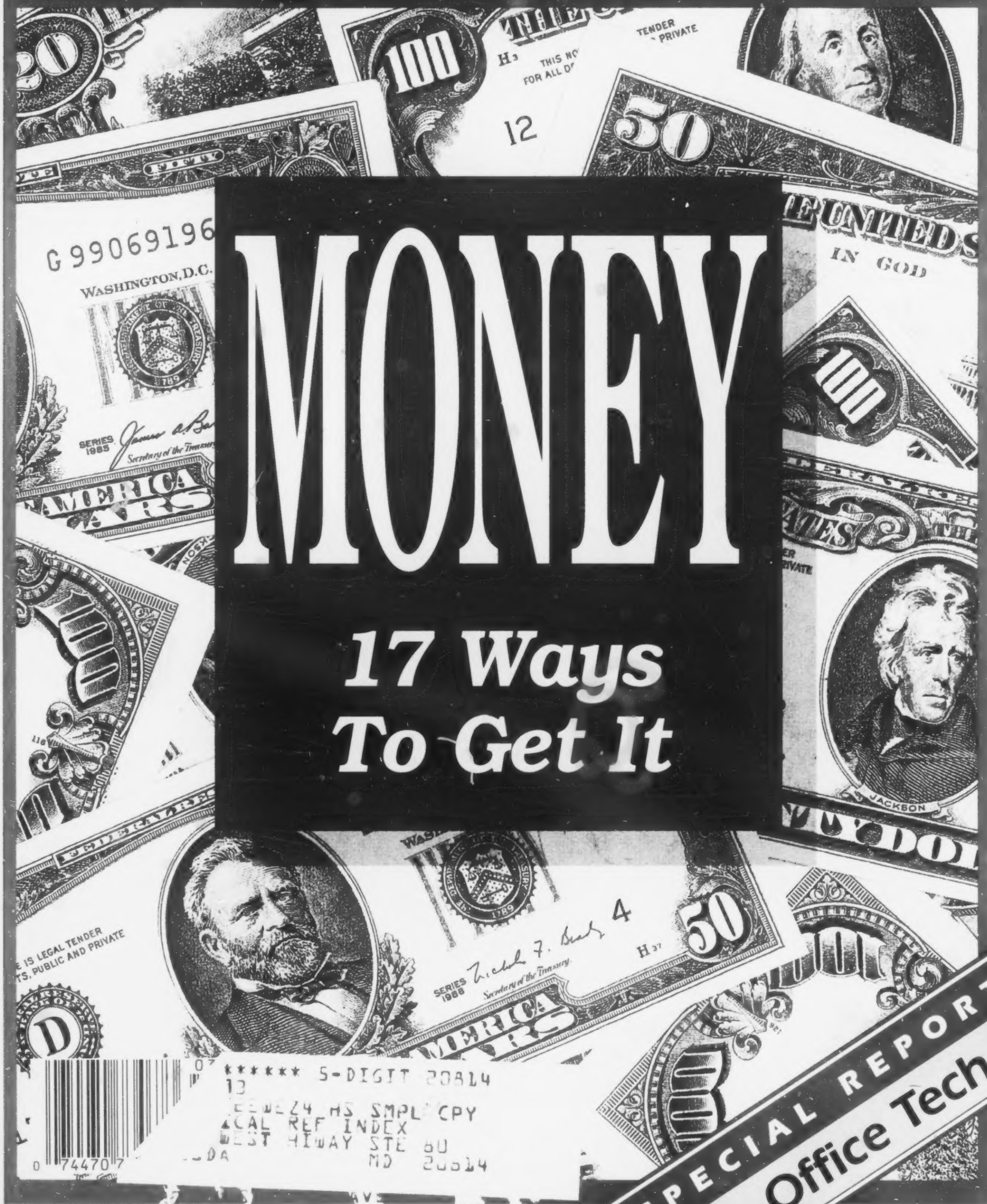

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DIRECT LINE

As the air pounding of Iraq continued through the end of January, analysts and commentators exerted themselves to reach some conclusive judgments as to the war’s progress. But they found the task rough going. Even though the air war had been portrayed in very positive terms by the allied forces, material information regarding Saddam Hussein’s continuing war capabilities was lacking.

Not surprisingly the worldwide media began to chafe at not receiving enough information from military sources about the impact the bombing had on Iraq’s critical war resources. And it isn’t surprising that the lack of information from the front started to affect our domestic dialogue about the economy. Going to war carries enormous implications for the state of both the U.S. and world economies.

For the economic analysts, it’s a case of new uncertainties heaped on previous uncertainties: What will be the cost of the war? What will be the outcome in terms of a wide range of energy and other business related areas?

Many business commentators were predicting at the end of January that the domestic economy should start to bounce back from its recessionary shadows by the second quarter of the year. Other knowledgeable observers are, however, hedging their bets about the ’90s, given all the unknowns attending the new decade’s inception.

But as always there are some clear areas of opportunity.

Entrepreneurs and small business have yet to feel stymied by the economic slowdown and war related issues. Although their high business profile of the ’80s has receded, Sun Belt entrepreneurs have continued to do business vigorously. And more importantly, they have continued to find the wherewithal to pursue their dreams.

Moreover, novel opportunities loom on the horizon, especially on the southern horizon, if the administration’s interest in the free trade agreement with Mexico should come to pass. Of all the current economic unknowns, none promises more encouraging possibilities for savvy entrepreneurs.

This proposed free trade pact, already roughed out between Presidents Bush and Salinas and currently being negotiated, would harness the most populous and third most populous countries in the Western Hemisphere. It holds as dramatic a promise for the new world as the European Community agreements provided for the old.

And it holds a special promise for the many readers of this magazine who will have the advantage in Mexico of similarities in language and culture.

Then there’s the gigantic S&L bailout, which can offer opportunities for qualified minority-owned contractors willing to make sure they understand the ins and outs of a major bureaucracy.

HISPANIC BUSINESS reports in this issue on all these areas of opportunity for entrepreneurs, and takes a hard look at where the money for these activities might come from.

Whether you’re looking for a loan, equity, or leasing opportunities, there are still many ways to get funds if you’re ready to be creative—at least 17 ways, according to this month’s cover story.

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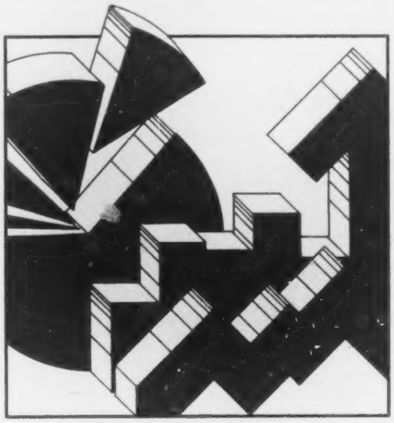


Recession...But Not For All

DRI/McGraw-Hill expects the West South Central region of the United States to continue its economic recovery while most of the country suffers through a recession. In its "Regional Forecast Summary," DRI, a business research division of the Standard & Poor's Corporation, predicts the region (Texas, Arkansas, Louisiana, and Oklahoma) will acquire 500,000 new jobs by 1993. Texas, with 21 percent of the country's Hispanic population, should dominate the region owing to low wages, favorable leasing rates, reasonable home prices, and efforts to diversify. The trade agreement with Mexico now under development is expected to boost Lone Star employment in the financial, wholesale trade, and distributive services sectors. DRI also predicts the New England states will account for about 20 percent of an estimated 513,000 job losses nationwide through June; the Middle Atlantic states another 25 percent; and the East North Central states almost 30 percent. Florida should escape relatively unscathed.

Is There Assurance With Insurance?

The insurance industry is not about to go the S&L way, although problem loans have caused losses in excess of $100 million for a few companies, and some failures and consolidations can be expected in the next 10 years. That is the message the U.S. Office of Thrift Supervision sent out in a recent issue of its "FreddieMac Reports" newsletter. According to the report, junk bonds, the nemesis of many failed S&Ls, are not generally thought to be a problem for insurers because they represent less than 5 percent of total assets. But insurance companies are more vulnerable when it comes to their mortgage and real estate investments, which amount to about a quarter of total assets. Reasons for reassurance, according to Moody's, a top rating agency for insurers, include "diversification by property type and geographic region, minimization of investments in construction loans, and low loan-to-value ratios—commonly as low as 75 percent at origination."

Little Borrowers Made In Heaven

A survey conducted by the Consumer Bankers Association (CBA) reveals that banking institutions are seeing small business borrowers in a new light. Nearly 80 percent of the banks and thrifts surveyed said they have specific plans to expand their lending activities with small businesses this year. "Despite talks about the credit crunch, banks are desperate for good quality loans right now," says CBA President Joseph Belew. "The last few months have shown them that they need to diversify in order to remain healthy and viable, and they feel they have not paid enough attention to small businesses, which are usually sound investments." Of the banks planning to expand lending to this segment, 22 percent say they will offer more products and services; 22 percent will restructure their delivery systems to focus on small businesses; 15 percent will increase their small business sales staff; and 13 percent will increase their underwriting staff devoted to the segment.

Projected Employment Change

(3rd Qtr. 1990 to 2nd Qtr. 1991)

Region	Job Change (000s)
West South Central	+10
Pacific Southwest	+2
Pacific Northwest	-12
South Atlantic	-38
East South Central	-49
West North Central	-50
New England	-104
Middle Atlantic	-128
East North Central	-143
TOTAL U.S.	-513

(Source: DRI/McGraw-Hill Regional Forecast Summary)

TRADE

U.S.-Mexico Trade: The Curtain is Going Up

By Mark Nelson

Entrepreneurs plan key roles in the free trade era.

Presidents Bush and Salinas, corps of diplomats, teams of high-powered negotiators: they're all gearing up for this year's U.S.-Mexico free trade talks. The objective is a bilateral partnership near term, with hopes eventually for a free trade zone stretching from Canada to South America that can compete strongly with the united European Community and booming Pacific Rim.

The headlines are focusing on these high-level negotiations. But behind the headlines and big concepts, in the real world of bottom line business, other activities equally important to the future success of U.S.-Mexico free trade are getting up steam.

"Heads-up" entrepreneurs on both sides of the border are jockeying for what they think will be a big opportunity. From international bankers to local broom makers, from truck mechanics to bilateral trade consultants, companies of all kinds are expecting to cash in.

And the opportunities are not limited to established business expansions. Ambitious investors are looking to forge joint ventures, piggyback as subcontractors to larger corporations seeking new outlets, and even carve out whole new niche markets.

Mexico, with its projected population of 100 million by the year 2000, its labor costs pegged at one fourth of U.S. wages, and its hunger for new technology, is a huge, fresh market for American businesses. So despite the objections of sectors now protected from competition, many see a two-way street to betterment.

"It's difficult to indicate precisely what sectors will benefit the most, but it's safe to say those currently facing the biggest [trade] barriers now will enjoy the greatest benefits later on," says Miguel Leaman, who as Mexico's minister of trade affairs in Washington is a key player in the trade negotiations. He sees a "most definite increase in opportunities for the entrepreneur."

Manuel Duran (left), New York chapter president of the U.S. Mexico Chamber of Commerce, discusses benefits of free trade with Mexican Ambassador Gustavo Petricioli (center), and Francisco Gil, publisher of Expreso, a New York-based magazine that focuses on Latin America.

It's also safe to say that small business enterprises will benefit. "It is the cumulative effect of smaller companies that will make the real difference in trade growth," says Manuel Duran, New York chapter president of the U.S. Mexico Chamber of Commerce. "Let's face it, the big companies have already established big factories all over the world. This is an opportunity for the smaller and middle-sized business to secure the production of products with good quality and competitive prices, enabling it to compete more with the larger companies."

In fact, "the whole thrust of Mexico's foreign investment incentives so far has been for small and medium-sized companies to locate down there," says George Munoz, a Harvard educated attorney whose Chicago law firm specializes in foreign trade and investment with Mexico and Latin America. "Politically, Mexico doesn't want to be seen as having sold out to the big conglomerates," he explains. "There's a belief that small and medium-sized businesses won't take over big markets, and that they'll probably be more fair, looking for long-term relationships as opposed to short-term profits."

And no matter what the size of the company, many observers believe U.S. Hispanics, particularly Mexican-Mericans, who make up more than half of the nation's 24 million Hispanic population, will have an edge once the trade doors open wide.

One Hispanic-American who is actively planning to pursue his edge is Gabriel Aguirre, CEO of Sani Serv Inc. in Indianapolis. Mr. Aguirre, who is also chairman of the U.S. Hispanic Chamber of Commerce, says he has been doing business in Mexico for 34 years. Although he predicts that "sales won't increase overnight because Mexico's expendable income will take a few years to grow," he expects his $25 million company, which sells frozen dairy product and drink dispensing machines as well as iced slush equipment for surgical transplants, to grow by 5 to 6 percent a year under a free trade agreement.

Mainstream corporations too are seeing the benefits of using U.S. Hispanic managers in their bid for business with Mexico. Companies like California's Fetzer Vineyards, toy making biggie Mattel Inc., and megacorporation AT&T all insist, as AT&T corporate spokesperson Vincent Salas puts it, that "knowing the Spanish language and culture are now critical skills." Fetzer has worked hard for a small toehold in Mexico. Mattel was among the first U.S. companies to participate in the maquiladora ("twin plant") program and now has facilities in Tijuana and Monterrey. And AT&T sees Mexico as a strategic manufacturer and supplier of its telephone and computer components.

With so many eager entrepreneurs ready to descend on expanded opportunities in Mexico, it's hard to believe how farfetched the idea of free trade seemed just a short time ago. It was born with the dramatic economic reforms of Mexican President Carlos Salinas de Gortari, a Harvard educated economist. Since President Salinas's election four years ago, his country has undergone a transformation from an isolated, protectionist economy to a more open, capitalistic system willing to compete in the global free market.

Representatives of USHCC and CANACO sign their own agreement to foster U.S.-Mexico trade. From left, Jose F. Nino, USHCC president; Eduardo Garcia, CANACO executive director, and Vicente Mayo, president; Gabriel Aguirre, USHCC chairman.

Under Salinas, a number of bold economic and trade reforms already have taken place that some refer to as "Salinastroika," by way of comparison with the free market advances of Soviet President Mikhail Gorbachev.

For example: Mexico's top marginal tax rate has been reduced gradually from 60 percent in 1986 to 35 percent last year. The special tax status of small companies has been abolished, a move that should encourage them to grow and potentially merge into larger enterprises. Similarly, special tax status has been abolished for transportation and agricultural companies. Most of the old nontariff barriers to trade, which included domestic-content quotas for autos and electronic products, have been eliminated. And more than 800 of the country's 1,000 state owned businesses have been divested, or authorized to divest, in a drive for privatization.

The reforms have paid off. Mexico's inflation rate has swooped down from 150 percent a year to less than 20 percent. The country's foreign debt has been renegotiated and is now manageable. The Mexican stock market is among the hottest in the world, nearly doubling in the past year and promising to quadruple again by the year 2000. The economy grew by 3 percent in 1989, not counting growth in Mexico's "informal economy" of an estimated 1.5 million small businesses.

In addition, foreign investment and foreign ownership are now encouraged, once-tight control of the peso has been relaxed, and restrictions on foreign exchange have been eased. For example, says Linda Haley-Newman, a Los Angeles-based attorney specializing in international law, a liberalized law on franchises in Mexico has created attractive opportunities for her clients to set up franchises there through Mexican businesspeople "and make some money."

Three years ago, in a clear reversal of protectionist policy, Mexico joined the 97-country General Agreement on Tariffs and Trade (GATT), a Geneva-based organization that sets and administers rules governing the world trading system. That and subsequent changes have helped to "dismantle a substantial portion of the prior protectionist apparatus in Mexico in a short span of time," according to Luis Pazos, a professor of economic theory at the Universidad Nacional Autonoma de Mexico.

In remarks made last year, professor Pazos said that tariffs were as high as 100 percent before GATT membership. Today, he says, "more than 80 percent of imported goods and services no longer require special import regulations and quotas. Tariffs have been cut from 100 percent to a maximum of 20 percent. These numbers are expected to fall even lower."

Even without a formalized free trade agreement, such actions have stimulated business between the United States and Mexico. U.S. figures show that trade with Mexico totaled $52.1 billion in 1989 ($27 billion-plus in exports and $25 billion in imports), up from $43.9 billion in 1988.

The economies of both countries have become increasingly interwoven too. The United States is Mexico's largest market, taking 68 percent of its neighbor's exports. And Mexico is the third-largest U.S. trading partner (after Canada and Japan), accounting for 6 percent of total U.S. imports and 7 percent of all U.S. exports. In 1989 Mexico became the fourth-largest supplier of petroleum to the United States and the third-largest single market for U.S. agricultural exports.

More specifically, 44 percent of U.S. exports to Mexico begin their journey from inside the State of Texas, and 17 percent from California, according to the Bureau of the Census. (The Bureau has no figures on where the exports end up.) Accordingly, says Jorge Haynes, a senior vice president of International Bank of Commerce, the country's largest minority-owned bank, Texas is the state most likely to be affected by free trade. He notes that most current trade in both directions passes through the Laredo port of entry, where his bank is headquartered.

And over the past decade the maquiladora program in Mexico has flourished. (Numerous U.S., Japanese, and European companies participate in the program.) With about 1,800 maquiladora plants employing 17 percent of Mexico's total manufacturing employment and earning nearly $3 billion a year, the maquiladora sector is the second-largest source of foreign exchange for Mexico after oil exports, and ahead of tourism.

With these encouraging trends as a backdrop, President Salinas began speaking out early last year about the possibility of unrestricted trade with the United States. In a joint statement last June, Presidents Salinas and Bush endorsed the concept of a formalized free trade pact, which was symbolically reinforced later in the year at another meeting in Mexico's industrial capital of Monterrey.

Leading U.S. Sectors in Trade With Mexico

(Jan.-Oct. 1990)

Sector	*$ Millions*
Auto Parts	
Exports	2,563.0
Imports	1,074.0
Iron & Steel	
Exports	782.3
Imports	493.3
Textiles	
Exports	414.7
Imports	250.7
Automobiles	
Exports	289.7
Imports	1,947.9
Apparel	
Exports	282.0
Imports	540.6
Glass	
Exports	105.0
Imports	201.2
Footwear	
Exports	56.0
Imports	142.1

Source: Compiled by the Office of the U.S. Trade Representative from U.S. Department of Commerce statistics, 1991.

For the past several months, the two sides have been in what one U. S. trade official described as a "prenegotiating consultation period with Congress." During this time, a variety of public and private interest groups have researched and submitted their findings. These lobbying efforts have included strong support from the Border Trade Alliance, the U.S.-Mexico Chamber of Commerce, the U.S. Hispanic Chamber of Commerce and the U.S. Business Roundtable, among many others. (Late last year, the U.S. Hispanic Chamber signed an agreement with CANACO—the umbrella organization of all business chambers in Mexico—that they would assist each other in developing business relationships in both countries.)

All these studies have been digested and dissected by the International Trade Commission, a U.S. federal agency. The resulting mountain of input will now provide guidance for the U.S. Trade Representative's Office, headed by Carla Hills, which will serve as the chief negotiator for the United States. This office is the agency that negotiated the 1989 free trade agreement with Canada.

In fact, many believe the U.S.-Mexico free trade agreement will be modeled after the one with Canada, and there is a possibility that Canada may enter the talks with a trilateral trade proposal. Presidents Bush and Salinas both endorse this move, but it is under hot debate in Canada.

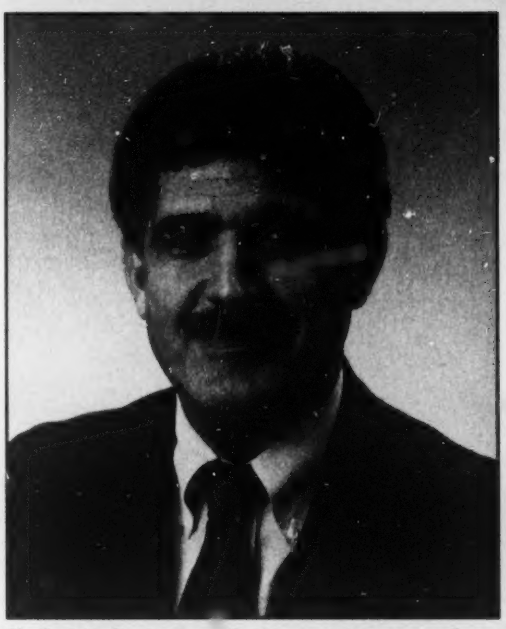
While the U.S.-Canada talks took about four years, it's anticipated that the talks with Mexico will be much quicker. In addition to wholehearted support from both countries' executive branches, the U.S.-Mexico proposal enjoys "fast track" status for Congressional approval. (Fast track status speeds talks because it requires the executive branch to consult with Congress during the bilateral negotiations. As a result, Congress can only vote "yes" or "no" on the entire agreement, and not get bogged down in voting on each specific issue.) And bilateral groups that were involved with the 1987 GATT talks will be utilized in negotiations on sensitive areas like property rights.

Further, a survey conducted last June for the Mexican Council of Businessmen found that 72 percent of the 102 members of Congress and senior Congressional staff questioned were in favor of a free trade agreement with Mexico to offset the effect of Europe's coming together in 1992.

"We must negotiate quickly with a vote so it doesn't end up being a Christmas tree list of everyone's desires," says a key U.S. trade negotiator. "We expect to begin negotiating in April and finish up by the end of 1991, so it can get approved before the 1992 presidential election."

Like any trade agreement, says the trade representative, this one will focus on general issues such as tariffs, trade, goods, services, products, intellectual property rights, patents, trademarks, copyrights, and dispute settlements.

For example, says Gus Furtado, the export manager for Fetzer Vineyards, streamlined procedures for product registration could save new market entrants years of frustrating stuggle. It took Fetzer



If a free trade agreement improves customs procedures, it will benefit smaller companies, says Fermin Cuza, assistant treasurer for foreign trade services at Mattel Inc.

about 18 months to get its products registered in Mexico, Mr. Furtado remembers, because each of numerous government agencies required separate documents for each product. "No other country in the world requires this documentation."

His own company endured the process, Mr. Furtado says, because "Mexico represents a whole new market category for us, serving upper and middle class Mexican nationals and some 7 million yearly tourists from the United States and Canada who want familiar products in resorts." And now if a trade agreement is struck, he says, "it will make our products much more competitive in Mexico because it would reduce or eliminate a 20 percent [import] tax."

But despite massive support for a free trade agreement, there is still formidable opposition to it in both countries. Fierce lobbying to defeat a free trade proposal will be waged in the United States by agricultural interests, organized labor groups, and such "twilight industries" as clothing and textiles. In general, these interest groups fear they'll lose jobs and goods to Mexico, where salaries are much lower and products cheaper to manufacture.

There are also major concerns about the free flow of workers across the border. Texas Democratic Senator Lloyd Bentsen, who supports free trade, has stated that the wage disparities between the two countries will be a point of contention. As chairman of the Senate Finance Committee, which will vote on any treaty, he will play a key role in the discussions.

In addition, some of the more extremist political groups in Mexico are concerned that their country will "sell out" to big U.S. corporate interests and lose its national pride and sovereignty.

Although there will be pluses and minuses on both sides, many ultimately may agree with Los Angeles Democratic Representative Richard Polanco, who says, "The challenge for a free trade agreement boils down to overcoming fears—fears on both sides of the border. Mexicans feel they cannot compete with technologically advanced American enterprises, while Americans fear they cannot compete with the wages in Mexico. Our two countries are so interdependent that growth in one economy will pull the other along."

Gerard J. Van Heuven, who as executive vice president of the U.S. Mexico Chamber of Commerce testified last year on the benefits of tree trade before the Subcommittee on Trade of the U.S. House Ways & Means Committee, speculates that his organization someday might be called the North American Chamber of Commerce. His recommendation is that negotiations should begin by focusing on the large, sensitive sectors, such as the petrochemical, agricultural, automotive, telecommunications, and textiles industries. The framework for such "sectoral coverage," he adds, has already been shaped by the U.S. International Trade Commission, as outlined in its 1987 and 1989 "Understandings Regarding Trade and Investment Talks."

Steven Jacobs, director of the Trade Policy Division of the Office of Mexico of the International Trade Administration, says two major areas where Mexico's so-called "infant industry" protection policies may be eliminated by an agreement are computers—including hardware, software, and services—and the automotive industry. He also sees a bigger market for U.S. oil and gas and electric power production equipment.

"Our general conclusion is that free trade will be beneficial for industry in both countries," adds Dr. Don Mischie, director of the Institute for Manufacturing and Materials Management at the University of Texas at El Paso, which conducted a major study for the Border Trade Alliance. "Certainly you'd expect to see benefits accrue to the automotive and electronics industries, as well as the whole gamut of consumer products and food processing, with the opening of the Mexican market. And clearly, transportation will benefit merely from the increased exchange of goods. Another major industry will be production sharing, as businesses become more fully integrated."

One man who is hot on production sharing is foreign investment attorney Mr. Munoz in Chicago, who says, "Since the Midwest is strongest in manufacturing industries, I'll be focusing a lot on investments in maquiladora plants that produce manufactured products, which to me is the most rewarding type of business transaction." He offers seminars on investment opportunities that he calls the "Strategic Alliance for Hispanic Entrepreneurs Joint Venturing in Latin America," and focuses on counseling Hispanic-owned companies with annual sales in the $2 million to $10 million range.

Other areas where Mr. Munoz sees "tremendous growth" for his fast growing two-year-old firm include the simple trade of goods and real-estate development in resort areas. Currently for example, he represents a Chicago developer who is building U.S.-style condominiums in the coastal resorts of Cozumel and Cancun, and a Mexican developer who is marketing his Cancun properties through the Chicago developer.

"As lawyers and businesspeople we have a tremendous opportunity to bring parties together," Mr. Munoz concludes.

Another organization involved in facilitating maquiladora investments is First City Development Services Group, a wholly owned subsidiary of the $12 billion Houston-based First City Bank Corporation. First City Development's President Michael J. Blum says they are now "out to attract a secondary wave of manufacturers." For example the huge volume of TRW Corp.'s four divisions in Reynoso, Mexico (just across from McAllen, Texas) has lured four component manufacturers who supply parts from the nearby United

U.S. Export Categories Offering Best Growth Prospects With a Free Trade Agreement

- Oil and Gas Field Machinery and Equipment
- Electric Power Production and Dist. Equipment
- Computer Systems and Peripherals
- Computer Software and Services
- Agricultural Equipment
- Ceramics and Glass Equipment
- Telecommunications Equipment
- Pollution Control Equipment
- Hotel and Restaurant Equipment
- Medical Instruments, Equipment, and Supplies

Source: "The U.S.-Mexico Free Trade Agreement," prepared by the Office of the U.S. Trade Representative in Fall 1990, from data developed by the U.S. Embassy in Mexico City

States side of the border.

"As Mexico and its labor supply become more sophisticated," Mr. Blum points out, "the quality and volume of products in Mexico become more complicated. Therefore there's more of a need for supporting facilities on the U.S. side, and smaller companies will be needed to start making more things for the big guys." To illustrate the volume involved, he notes that one of the TRW plants manufactures 125,000 seat belts a day.

Another early entrant in the field of consulting to would-be production sharers is San Diego-based Assemble in Mexico Inc. (AIM), which helps clients both establish and operate maquiladoras. After 11 years in business, AIM now has more than 35 clients employing about 2,500 people in Tijuana, Tecate, and Juarez. Clients range from *Fortune* 500 companies to mom-and-pop size businesses, and handle everything from wood and metal fabrications to medical equipment to electronics. "We along the border will be the first to enjoy the tremendous growth under a free trade agreement because we're already so well positioned," says AIM President Henry Esparza.

The IMEC Corporation in San Diego is a more specialized consultant that focuses mostly on assisting companies involved in the high-tech electronics industry to get started in Mexico's maquiladora program. Right now, says IMEC President Howard Boysen, he is planning to double the company's annual revenues of $12 million within the five years following a free trade agreement.

A veteran observer of the maquiladora scene is Don Nibbe in El Paso, who for five years has published *Twin Plant News*, a magazine about the industry. He reports that his advertising revenues have doubled each year since he founded the magazine, and projects a 50 percent surge this year.

Based on his own experience, Mr. Nibbe predicts that the border regions will continue to grow as transportation hubs, serving not just existing maquiladoras but expanded businesses farther in the interior of Mexico. He feels strongly that anyone linked to the transportation business has a promising future on the border, including companies involved with the sale of diesel fuel, trucks, truck parts and accessories (particularly tires), and repairs of all kinds. "A lot of Hispanics are already getting involved down there in transportation fields, particularly in the El Paso-Juarez region," he says, because "these trucks have to be serviced. A diesel mechanic can just about name his own salary here these days."

Indeed the poor state of infrastructure in the border towns—the commercial center of bilateral trade—is the first barrier to be overcome, says Dr. Mischie of the Institute of Manufacturing and Materials Management. And not surprisingly most investment interest now is in improving that infrastructure, says Ed Rivera, who is founder of the nonprofit Latin American Pacific Trade Association. "Mexico wants to start expanding the maquiladora-type program into the interior," he explains, "but the major priority now is to upgrade the highway and communications infrastructure there."

As a result, adds Mr. Rivera, who also owns a Sacramento-based consulting firm called International Technical Service, "I'm already getting many more inquiries from the United States and Mexico for trade and business possiblities especially related to transportation, communication, and environmental issues...Our business will definitely grow because of it."

Another initial trade barrier to be dealt with involves inefficient customs procedures on both sides of the border, says Fermin Cuza, assistant treasurer for foreign trade services at Mattel Inc. Mr. Cuza, who is also a director of the American Association of Exporters and Importers, proposed at legislative hearings in California last October that the free trade agreement include ways to improve and "harmonize" customs procedures at the border crossings.

Currently, myriad sets of forms must be filled out in each direction on each side during daylight hours only, a situation that is particularly daunting to small businesses, which commonly lack the resources needed to navigate all the procedures. Mr. Cuza's recommendation is that joint inspections be available around the clock—a normal operating procedure in most of the world's international harbors and airports.

On the other hand, free trade may also reduce some of the benefits that brought early players into the maquiladora program, says Carl Schulman, chairman of Eric Morgan Inc., a furniture maker in Southern California. Mr. Schulman says he moved his manufacturing plant to Mexico two years ago to take advantage of "more realistic" environmental regulations and a 75 percent cut in labor costs. Now, however, he cautions that free trade will probably lead to higher wages and overly stringent environmental laws in Mexico.

But Mr. Schulman has high praise for the work quality and ethic of his south-of-the-border employees, and on that basis thinks Mexico will someday become the world's new economic "tiger," mimicking the growth of Japan—the "Asian tiger." "I envision a day, and I really do, when we will talk about a product 'Made in Mexico' the same way we do now about products 'Made in Japan,'" he predicts. "Many forget, but it was just a few decades ago, when you talked about a product made in Japan in terms of its cheap price—not its high quality. That's obviously changed.

"I think the opportunity exists in Mexico for the same kind of change because of the native pride, caring, and tremendous amount of talent that exists there. It's just a question now of fitting it all together."

OFFICE TECH

Automation a la Carte

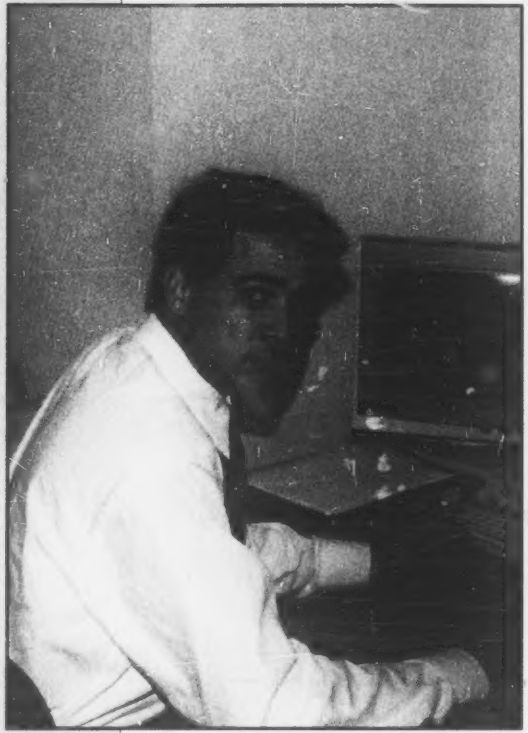
HISPANIC BUSINESS 500 companies move toward portable productivity.

By Joseph Wells

"We are working toward a paperless environment at Melloul Travel Consultants," says Johnny Delgado, COO of his family's Coral Gables, Florida-based business. Mr. Delgado is one of the participants in HISPANIC BUSINESS magazine's first Office Automation Survey. The survey went to all the 1990 HISPANIC BUSINESS 500 companies (which range in revenues from just over $2 million to $500 million), asking about their use of desktop computers, laptop computers, printers, fax machines, photocopiers, cellular phones, and voice mail and "e-mail" systems.

Melloul Travel is one of the few companies that reports using all of the equipment and systems we asked about. From his phone system to the fax card in his Zenith laptop computer, Mr. Delgado is the epitome of an executive preparing for the next century. "We'll never get completely away from the photocopier but we're reducing paper—and the time wasted in producing it—as much as possible," Mr. Delgado booms happily. "E-mail has replaced memos, important letters are scanned and faxed to me, and we're looking into a Minolta any-paper laser fax that also operates as a laser printer and photocopier."

The Delgados' business also epitomizes another reality of today's business office—the move toward portable productivity. Melloul Travel really includes two businesses: a "travel management" service that handles the travel needs of major corporations like Spanish-language TV network Univision Inc., and a wholesale and retail "travel packages" business that handles group travel arrangements. Mr. Delgado and his travel consultants spend much of their time in the field meeting with both customers and vendors, and for them the emphasis is on equipment that can travel too: cellular phones and laptops.



Johnny Delgado of Melloul Travel Consultants uses his Zenith laptop "constantly."

Extrapolating from the survey responses of the participating HISPANIC BUSINESS 500 companies, we can report that the "average" Hispanic business has 9.6 desktop computers and 1.8 laptops; 4.8 printers, most of which are dot-matrix rather than laser; 1.9 fax machines; 2.1 photocopiers; and 3.5 cellular phones.

As in mainstream businesses, DOS-based systems (IBM and IBM-compatible personal computers) are still the machines of choice for primary business applications. Macintoshes—accounting for almost 10 percent of the computers reported—are used primarily for creative applications such as desktop publishing. One of the 48 companies that report using both is Hernandez Engineering in Houston. "Different computers for different purposes," says CEO Mike Hernandez.

As for market share, IBM has the biggest claim on the Hispanic business market. This might seem surprising because many of the IBM-compatible brands and "clones" are virtually identical but far less expensive. As Mr. Delgado explains it, his firm had used IBMs for several years, and purchased more when they decided to use System One—a sophisticated computerized reservation system that by contract requires use of IBM equipment. "The result has been excellent," he concludes. "We like the quality as well as the quick and thorough technical support of IBM." While IBM provides service for its mainframes, it doesn't service personal computers, a benefit some other makers do provide.

Another consideration expressed by IBM users whose machines are visible to customers is that the IBM name carries a high degree of "respectability," in part precisely because it has been the high price brand. Further, the brand has a long history of reliability and is considered a safe choice because most other makes are designed to be compatible with it.

Although compatibles and clones make up half of all the computers reported by the 500, no brand claims more than 10 percent share. Compaq is number two at 9.5 percent. But the popularity of non-IBM brands is still increasing steadily, especially with more mass marketers and "direct mail" brands fighting for market share.

Mass marketers are usually independent superstore outlets that sell many clone brands and offer a lower price owing to economies of scale. Direct mail brands are the products of manufacturers that market primarily by mail order. Many of these

The average Hispanic business polled has in its offices...

9.6	Desktop computers
4.8	Printers
3.5	Cellular telephones
2.1	Photocopiers
1.9	Facsimile (fax) machines
1.8	Laptop computers

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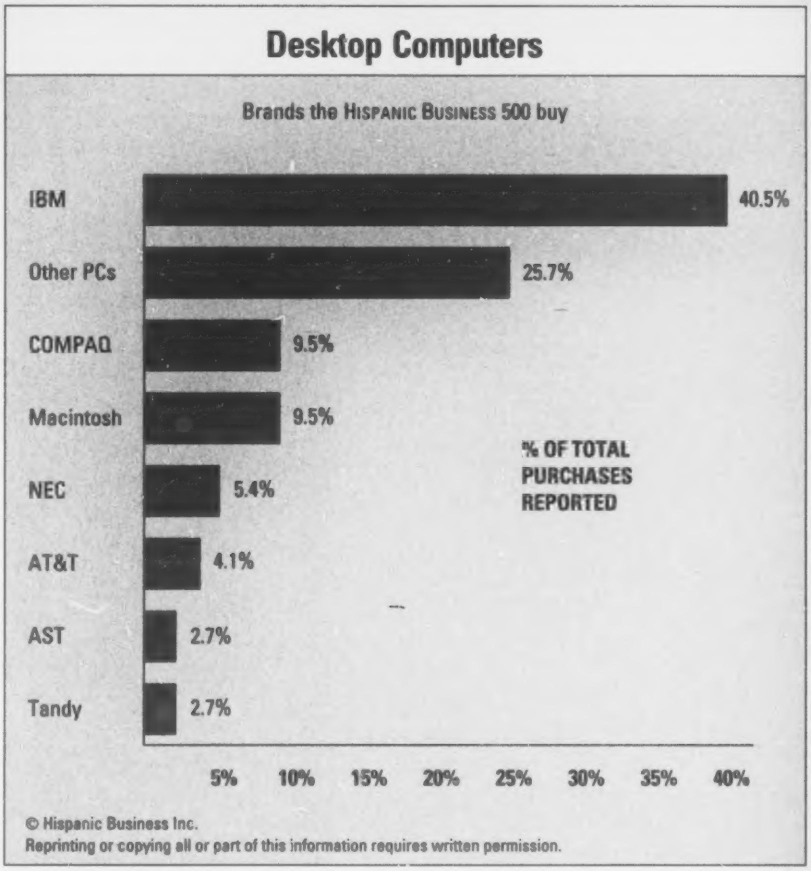
IBM has long set the standards in the field, from the first "PC" to PS/2 systems such as the model 70 386 seen here.



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makers offer a lower price while maintaining quality, partly because they avoid the cost of a distribution system for their direct mail sales.

The Wall Street Journal projects that such nontraditional sales channels, which now reportedly account for about 6 percent of the U.S. personal computer market, will triple their market share by 1994.

We were surprised to learn how popular laptop computers are among the Hispanic Business 500. The average is almost two per company. Given today's growing business emphasis on portable productivity, and the plans for expansion that many of the 500 have reported, the average seems sure to increase.

Techniserv Data Systems Inc., a data processing equipment firm in Teaneck, New Jersey, believes laptops have contributed greatly to the company's growth. Because Techniserv sells laptops as part of its product line, "we use them ourselves primarily in demonstrating services," says CEO Lutfi Mansoor, a Hispanic of Central American descent. "For example, we show how laptops can easily be plugged directly into an office's LAN [computer network]."

Direct sales mail order companies are grabbing up a bigger share of the market with computers like the Micro Express ME 386-SX, which got high marks in several reviews.

Toshiba has a slight hold on first place in laptop market share among the 500, although Zenith is within 1 percent of a tie with that maker.

Most of the printers reported are still dot matrix technology, although laser printers are gaining ground rapidly. Hewlett-Packard makes most of the laser printers used by the 500, while the list of dot-matrix brands reported is so long that no single brand stands out.

Fax machines are found in 95 percent of the Hispanic Business 500 offices, at a rate of nearly two per office. Melloul Travel even has one at the Burger King restaurant across the street, but not just to order hamburgers. Mr. Delgado is also chief executive officer of the company that owns this Burger King and several others—Jackie O's Inc. Since the restaurant is located in an affluent business area, Mr. Delgado explains, he encourages his own staff and other busy professional customers in the neighborhood to "fax in their

Working Away From Home

A phone in the car, a laptop computer on the plane—these are becoming a necessity for businesspeople who travel. And when today's business travelers get where they're going, more and more of them are asking for hotel accommodations that can serve as an office as well as a bedroom. It's a matter of productivity.

Not surprisingly given the importance of business travelers as steady, repeat customers who help keep occupancy rates up on weekdays and in all seasons, major hotel chains are making large investments in "executives suites."

Years ago, quarters suitable for entertaining clients and holding meetings were priced so high that only the wealthy could consider them. Now the typical daily rate at the largest all-suite hotels is $90. Although suites account for only 5 percent of the nation's 3 million hotel rooms, they are the fastest growing segment in the industry.

The hotel company with the most all-suite hotels is Embassy Suites Inc., a wholly-owned subsidiary of The Promus Companies Inc., a publicly traded hospitality company specializing in hotels and casinos. Promus was created a year ago when Holiday Corp. transferred its Holiday Inn hotel business to Bass Plc. of Great Britain and spun off its remaining brands, including Embassy Suites, which is headquartered in Dallas.

The all-suite hotel concept was born in 1969 when the first of an eventual chain of Granada Royale hotels opened in Phoenix, and has since expanded to include 102 hotels with approximately 24,000 suites in 31 states and 80 cities. With five hotels under construction, and planned expansion into Mexico and the Caribbean, the chain continues to grow. Embassy Suites is a joint venture partner in 26 of its hotels and owns seven outright. The remaining 69 are franchises.

Diego S. Garrido, Jr., Embassy Suites vice president of marketing (left), and Bernardo Lambert, senior director of international marketing and trade affairs, inspect the atrium in one of the firm's 102 hotels.

Embassy Suites caters to business travelers, which make up 65 percent of its client base. And that percentage is continuing to grow, says Diego S. Garrido, Jr., the company's vice president of marketing. Mr. Garrido, who was born in the Philippines of Spanish parents, is one of three high level Hispanics at Embassy Suites. Chilean-born J. Carlos Tolosa was recently named senior vice president of operations, and Cuban-born Bernardo Lambert is senior director of international marketing and trade affairs.

Embassy Suites serves a specific subsegment of the business market, Mr. Garrido points out. "Our customers are men and women who are primarily in the information business, technocrats. What we are talking about here is a practicing, versus management, orientation—technicians, graphic artists, lawyers, consultants, trainers, accountants, computer programmers."

This clientele profile typically does not include "the pin-stripe suit types who go across the street to the Marriott and identify themselves by saying, 'I'm the vice president of finance,'" Mr. Garrido elaborates. That traveler is looking for a different mix of services, "a business center with secretarial service," something that Embassy Suites makes available in only about one-fourth of its 102 locations.

The business travelers who stay at Embassy Suites tend to be more independent than the top executive class, Mr. Garrido points out. The company's studies show that close to 40 percent of their visitors carry their own laptops. "There is a high incidence of high tech," is the way he summarizes it.

High-tech customers of course demand high-tech facilities. "The whole idea of Embassy Suites," Mr. Lambert says, "is to be able to provide a complete office environment for our guests—features that will allow people to conduct business from the suite as an office and also present it as an office to their clients." Consequently, fax and copier machines are available at each location. Each suite has two phone jacks that permit easy computer modem connections, allowing transmittal of information to other locations. And by the end of this year all Embassy Suites will have a voice messaging system.

Embassy Suites is also testing an expansion of its high-tech facilities in its new Manhattan hotel. "We call this service 'in-suite, in-business,'" Mr. Garrido explains. "Through it, a guest can arrange to have a computer, a printer, a fax machine, a typewriter, or a calculator brought to the suite 24 hours a day."

The suites themselves include a living room, bath, and separate bedroom. The living room is furnished with sofa and armchair, a dining/work area, telephone, color TV, refrigerator, wet bar, and in most cases icemakers and microwave ovens or ranges. The bedroom is equipped with a telephone and a 19-inch remote control color TV.

A distinctive feature of each hotel is the central atrium, which provides both visual appeal and security. Because all suites open onto the atrium, guests don't have to walk down long dark halls to reach their suites. Embassy Suites says its women guests especially appreciate the security, and their numbers show it. While about 30 percent of all frequent business travelers in this country are women, 35 percent of all Embassy Suites guests are women.

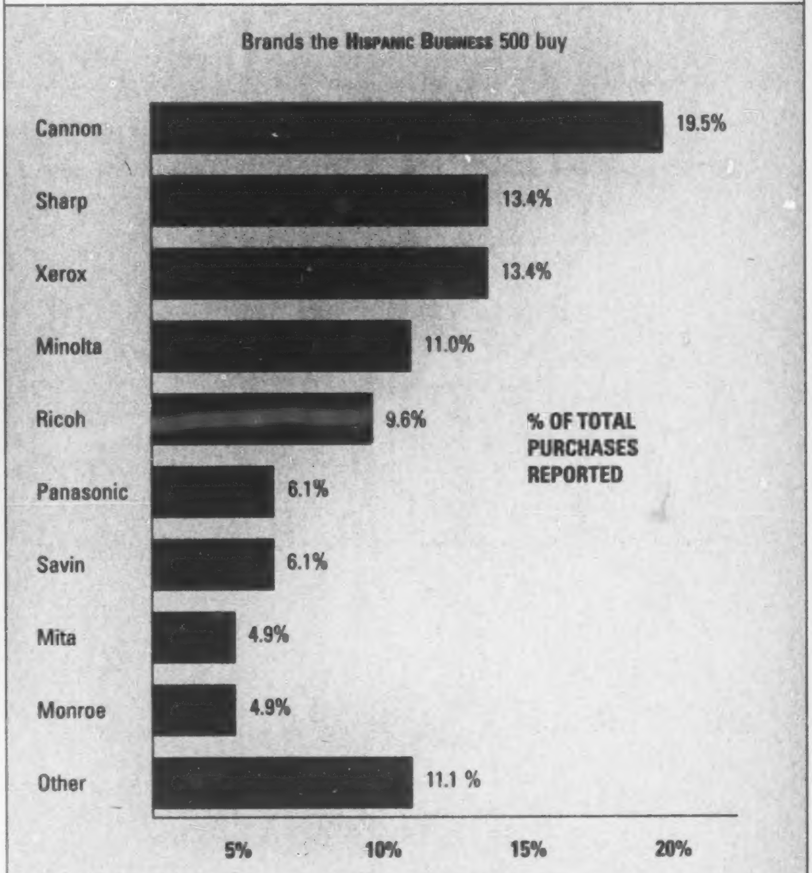
food orders for pickup or delivery."

The Sharp brand commands nearly one-quarter of the 500 market for fax machines, about equal to its share of the mainstream market, according to research done by Dataquest, a leading national market research firm based in San Jose, California.

Lutfi G. Mansoor, CEO of Techniserv Data Systems in New Jersey, leases and sells new and used laptop computers.

Photocopiers have been essential to doing business for many, and virtually every company in the survey has at least one. Canon photocopiers are the machines most often found in the 500 companies,

Photocopy Machines



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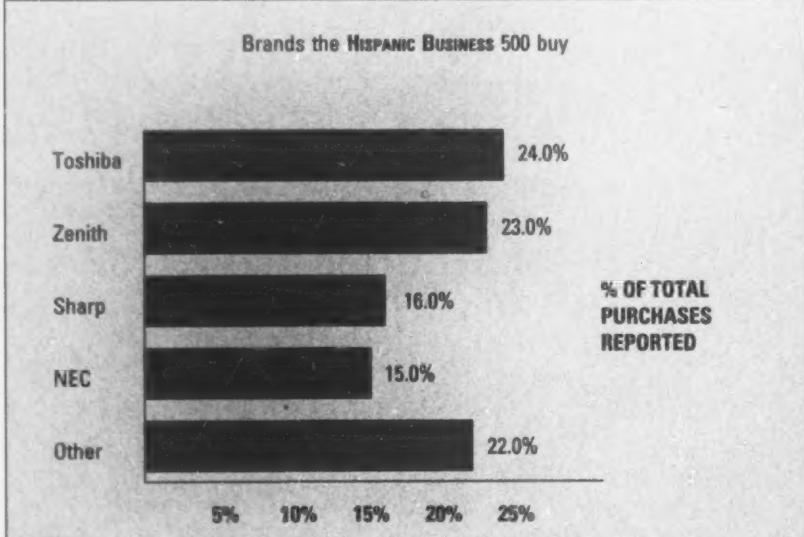
Laptop Computers



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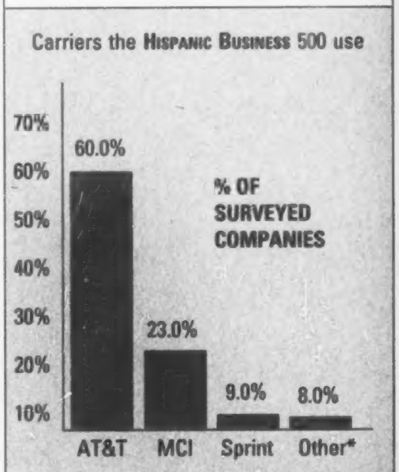
Long Distance Carriers



*Of the other carriers, no single company had a 1 percent share.

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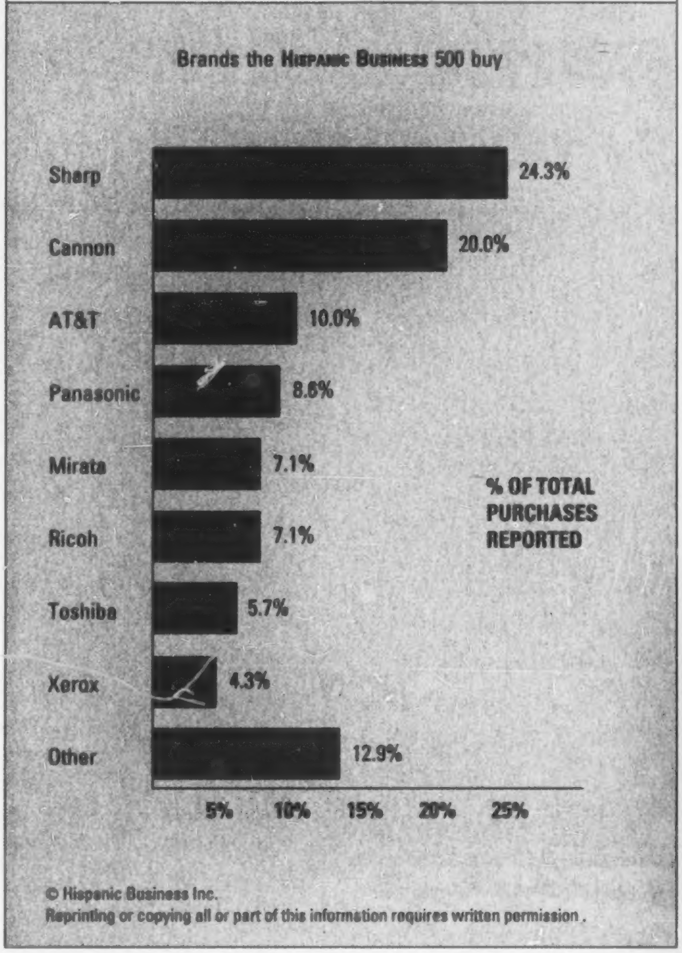
Facsimile (Fax) Machines



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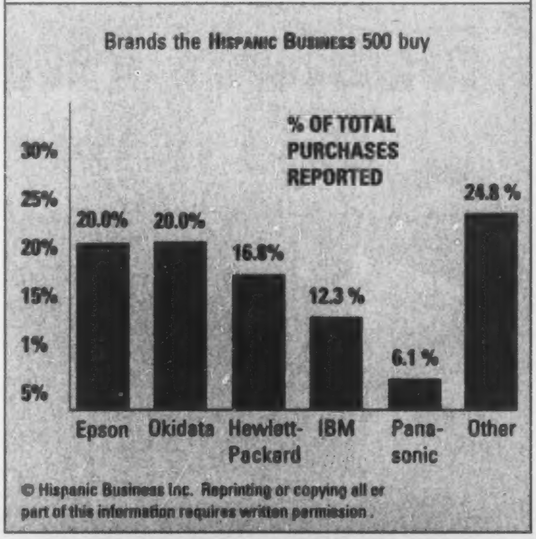
Printers



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The FO-5210 plain paper laser fax helps Sharp lead the pack in the Hispanic and mainstream business markets.

followed closely by Sharp and Xerox.

Our survey shows an average of 3.5 cellular phones per company. Among the brands reported, Motorola was the brand most often chosen—controlling about 35 percent of the market. No other reported brand reached the 10 percent mark.

Voice mail and e-mail are in no way related, although companies may use both. Voice mail is an automated voice answering and recording system that handles calls from outside the company and is found in 10 percent of the surveyed companies. E-mail is an in-house, computer-based message system found in 18 percent of the companies. Only 2 percent of the companies have both.

Overall, perhaps the most interesting trend that our Office Automation Survey identified was the move toward more executive mobility. We've heard many stories of how professionals in all fields are using portable technology to make their out-of-office work, travel, and commuting time productive. As a result, HISPANIC BUSINESS this month announces the "Portable Productivity Award," to be presented in our September 1991 High-Tech issue.

As explained on the contest entry form that follows this article, we will award a new $2,000 Micro Express portable computer (a direct mail product) to the person or company describing the most creative and effective use of portable technology to increase business productivity.

Entries must be short essays of under 300 words, postmarked no later then midnight June 16, 1991. After an initial screening by this magazine's editorial board, the HISPANIC BUSINESS Portable Productivity Award winner will be selected from a group of finalists by a panel of prominent Hispanic businesspeople.

The judges will be Remedios Diaz-Oliver, CEO of American International Container Inc. in Miami; Lauro Garcia III, president of the Los Angeles investment banking firm of Bancroft, Garcia and Lavell; and George Arellano, New York-based senior vice president and general manager for commercial business of major paper manufacturer Abitibi-Price Inc.

If you enter the contest you may make yourself or your company a winner, and see your winning ideas help many other professionals as well.

Between Affirmative Action and a Hard Place

As educational and business institutions are getting mixed signals from the government regarding equal opportunity programs, the College Placement Council (CPC) has published a brochure to assist businesses in recruiting minority students on campus. "While some employers—particularly federal contractors—are mandated by law to practice affirmative action in recruiting, there is a growing judicial disapproval of the very notion of affirmative action," observes CPC General Counsel Rochelle K. Kaplan. "Ironically, this comes at a time when changing demographics indicate that women and minorities will account for 85 percent of all new work force entrants by the year 2000, making affirmative action a business imperative rather than a moral or legal issue." The brochure "Affirmative Action Today" discusses the legal bases of affirmative action, voluntary and mandatory approaches to effective programs, information about on-campus recruitment practices, and a model program for recruiting women and minorities. For copies of the brochure, call the Legal Department, College Placement Council (215) 868-1421.

Federal Contract Opportunities

The U.S. Department of Labor has designated more than 1,600 locations in the country as "labor surplus areas" for the fiscal year ending September 30, 1991. Companies in these areas are eligible for preference in bidding on designated federal contracts because of economic need and unforeseen increases in unemployment. The Department of Labor will add areas to this list during the year as a result of plant closings, natural disasters, contract cancellations, and the like. Temporary or seasonal unemployment does not qualify a region for consideration as a labor surplus area, although the state of the economy will affect the "qualifying unemployment rate" for designation. The labor surplus area listing and a description of classification criteria are published in the publication "Area Trends in Employment and Unemployment." To order a copy, call the Superintendent of Documents at the U.S. Government Printing Office in Washington, D.C., (202) 783-3238.

Minority Franchise Activity Uneven

A survey conducted by Francorp Inc., an Illinois-based franchise development and consulting firm, reveals that about 6.9 percent of all franchises in the country belong to minority group members. The survey results also show that minority franchise owners tend to be more concentrated in four types of businesses—hospitality/lodging (13.3 percent), retail food (12.1 percent), restaurants (8.5 percent) and professional services (8.3 percent). By comparison 5.7 percent of automotive and 1.6 percent of construction/home improvement franchises are owned by minorities. The federal Minority Business Development Agency (MBDA) adds that minority franchise businesses seem to be most concentrated in a few states. One third of the businesses assisted by the agency are in California, Texas, and Florida. Twenty-five percent of these businesses are Hispanic owned. Perhaps most important, the Francorp study shows that almost half of all franchisers surveyed report having no minority franchisees.

Minority-owned Franchises

Percentage of U.S. minority-owned franchises by franchise sector.

Hospitality/Lodging	13.3%
Retail Food	12.1%
Restaurants	8.5%
Professional Services	8.3%
Automotive	5.7%
Business Services	5.3%
Personal, Home Services	5.0%
Retail, Non-food	4.0%
Construction/Home Improvement	1.6%

(Source: Francorp Inc.)

Instant Information

The University of Southern California (USC) has published a 300-page bilingual guide listing more than 1,000 organizations serving the Hispanic community in the Los Angeles area. The "Directory of the Hispanic Community of the County of Los Angeles" lists all national, regional, and local Hispanic organizations that are active in the county, and all agencies and institutions providing services to Hispanics. The listings are divided into practical categories, including business and professional, chambers of commerce, cultural/civic/social/fraternal, political, services, and media. Each bilingual entry provides the organization's name, address, and phone number; a description of the organization; and the name of a contact. This is the fifth edition of the directory, which has been published every two years since 1982. It is a community outreach project of USC's Civic and Community Relations department, and is partially funded by the Consulate General of Spain in Los Angeles and the Los Angeles Office of the Ministry of Education of Spain.

Neighborhood Stores

The Hispanic population's shopping habits have greatly influenced the retail industry in the past 10 years, according to a recent study conducted by Audits & Surveys Inc. This New York-based marketing research firm's analysis of retail store openings from 1980 to 1990 shows an increase in large department and discount store openings and a disappearance of small outlets *except* in heavily Hispanic and African-American areas, where neighborhood stores have been able to compete and prosper. "This is in great part because the two fastest-growing population groups—those of Hispanic background, and African-Americans—prefer to shop locally," explains Solomon Dutka, Audits and Surveys chief executive officer. "While the overall U.S. population grew 11 percent in the past decade, the number of Hispanics rose 32 percent. The Hispanic market is large enough that you can specialize in it. So we have local food stores, music and record stores, small electronics outlets, and video rental stores well established in Hispanic neighborhoods."

CAREER INTELLIGENCER

FBI Alleviates Plague of Discrimination

FBI Director William S. Sessions has approved the promotion of 11 Hispanic special agents as the result of a successful discrimination suit brought against the Bureau by more than 300 Hispanics in 1988. Each of the 11 is entitled to as much as $50,000 in additional salary and retirement benefits. The Bureau, which is responsible for enforcing federal civil rights laws, has been plagued recently by a series of discrimination suits brought by its African-American, Hispanic, and female employees. The Hispanic agents' promotions were recommended by a three-member panel formed in 1988 after a ruling by Federal District Judge Lucius D. Bunton III in Midland, Texas. Judge Bunton found widespread discrimination in the Bureau's treatment of Hispanic employees. In granting the promotions, Director Sessions rejected the advice of senior aides who believed the action would create a dangerous precedent within the Bureau.

Job Training: A Sound Strategy

Training employees increases profits: this is the message the American Society for Training and Development (ASTD) intends to give employers during its three-year educational campaign entitled "Train America's Workforce." The campaign follows a four-year study of corporate skill levels conducted by the ASTD with support from the Department of Labor. According to ASTD Chief Economist Anthony P. Carnevale, America's continued ability to compete depends on new or expanded job training for 50 million employees over the next decade. It excludes the 37 million workers who need entry level or "qualifying" training. American companies currently spend $30 billion annually on job training, in comparison with $476 billion for new plant and equipment. The three-year campaign to change the way companies invest in people will focus attention on techniques used by organizations like IBM, Ford Motor Company, Federal Express, and Domino's Pizza, which have made real gains through their training programs.

Geometry Has Right Angle for College

Hispanic students who take at least one year of geometry in high school vastly increase their chances of getting into college and earning a degree. This finding is a result of a one-year study conducted by Pelavin and Associates for the College Board. The study reveals that in the 1980s the percentage of Hispanic high school graduates entering college decreased even though Hispanics were a growing proportion of the college-age population. However, among Hispanic individuals who had taken geometry, the percentages who attended college were virtually identical with mainstream students, and the Hispanic students' chances of reaching the senior year or graduating tripled. Previous studies also corroborate the connection between studying math and college success. Calling math "the gatekeeper for success in college," College Board President Donald M. Stewart recommends serious consideration of a national policy to ensure that all high school students take algebra and geometry.

Impact of High School Geometry Instruction

(% of students in high school class of 1982)

Students enrolled in college:

	No Geometry	With Geometry
Hispanic	45%	82%
Mainstream	58%	83%

Students completing four years of college:

	No Geometry	With Geometry
Hispanic	11%	34%
Mainstream	33%	40%

(Source: Pelavin and Associates for the College Board.)

Time for the Untraditional

The Labor Department is launching a multifaceted initiative to help women get training in skilled trades. According to former Labor Secretary Elizabeth Dole, who announced the initiative before leaving office, "Eighty percent of working women are in traditionally female jobs, many of which are low paying," while skilled workers such as electricians, machinists, carpenters, auto mechanics, and auto painters earn higher wages, get better fringe benefits, and enjoy greater job security. "For some women [training in a skilled trade] means the difference between being on welfare and being economically self-sufficient," says former Secretary Dole. The initiative concentrates on making apprenticeship programs available to women through enhanced enforcement of equal employment opportunity laws, education, and technical assistance to employers wanting to establish in-house programs. Of the 400,000 apprentices trained every year, nearly 22 percent are ethnic minority group members and only about 7 percent are women.

ASPIRA Receives Healthy Grant

The ASPIRA Association Inc. has been awarded a continuation grant of $209,000 for its ongoing National Health Careers Program. ASPIRA is a national nonprofit organization dedicated to encouraging and promoting education and leadership development among Hispanic youth. The grant comes from the U.S. Bureau of Health Professions, Health Careers Opportunity Program, and will support ASPIRA's efforts to increase the number of Hispanics and other minorities entering the health professions. Now in its 20th year, the program is coordinated by the ASPIRA national office in Washington, D.C., and is offered through associate offices in New York, Illinois, Pennsylvania, New Jersey, and Puerto Rico. The grant provides funding for counseling services, academic enrichment activities, and placement services to 1,000 high school students. "ASPIRA's Health Careers Program has proven to be so successful that many of the health care providers who have gone through the program and are now practicing have referred students as potential participants in the program," says Rolando Thorne, who chairs the program's council of volunteer advisors.

APRIL 1991

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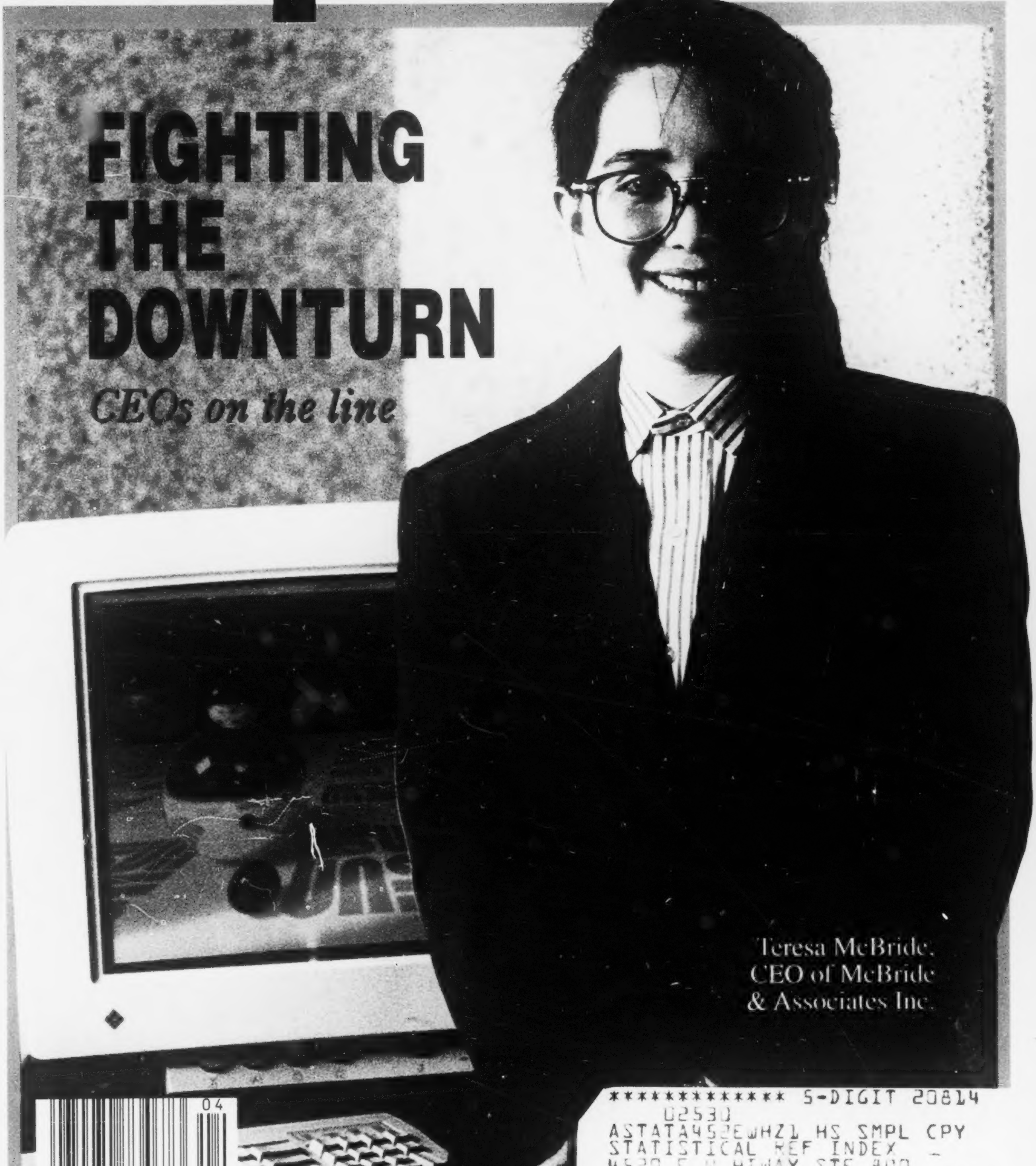

FIGHTING THE DOWNTURN

CEOs on the line

Teresa McBride,
CEO of McBride
& Associates Inc.

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HispanicBUSINESS

The magazine for growth companies and ladder-oriented professionals

April 1991 Volume 13, Number 4

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Ralph Velasco doubled the sales of Amigos Canning Co. last year.

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Ervin Torrez flattened the organizational pyramid at Computer Resource Management.

BPA MEMBERSHIP
APPLIED FOR 1/90.

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CEO Profiles An individual look at seven of the HISPANIC BUSINESS 500 CEOs and what they are doing to cope with the challenges of a soft economy.

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Fire Them All, Lease Them Back Employee leasing can be an important and innovative strategy for small businesses hoping to reduce their administrative burden and offer better employee benefit packages.

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Villar Forced Out of *Vista* The publisher and founder of *Vista* magazine, Arturo Villar, along with Editor Harry Caicedo, lose out in a bitter power struggle.

Consumer Showcase

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Wheels & Deals In Mexico, NADA now stands for the National Automobile Dealers Association, which included 50 dealers from Mexico in its annual convention.

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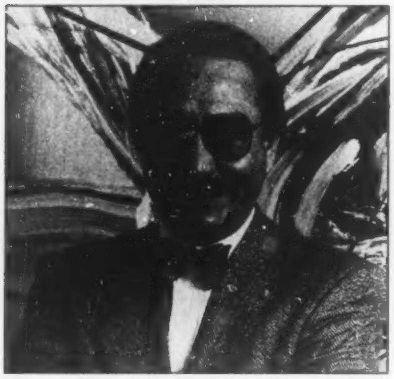
Cover

Photo by Jeffrey Gerlach. This month's cover design by Buffalo Brothers Studios West.



CEOs constantly aim, or should, to keep their companies at the cutting edge of the markets. When the markets are up, CEOs generally think in terms of growth and expansion. But when the reverse is true, as it is now, business contraction or at best disciplined growth is the order of the day.

We talked with CEOs across the country for this issue, to gauge their current state of mind and assess their companies' current performance. These talks produced a series of profiles that dramatically illustrate top management sensitivity to the markets. The markets are generally down, although not in all cases, and as a result we catch a glimpse of the many ways these CEOs are responding—positioning for the downturn, but with an eye to sharpening their performance edge.

The title of this month's cover story, "Managing to Grow," captures the current challenge for all CEOs. How they manage, particularly in a weakened economy, is what business leadership is all about. And indeed many of the CEOs we surveyed this year continue to lead their companies in a degree of growth.

One leader who continues to rack up impressive growth is Teresa McBride, CEO of McBride & Associates in Albuquerque. Ms. McBride, to be sure, works in the still fast growing computer field. Her computer service and sales business reached sales of $14.8 million in 1989, propelling her company into second place on the **HISPANIC BUSINESS** 100 list of fastest growing companies last year. Now she reports a further increase, to $17 million in 1990.

But most of the seven CEOs we profile in this issue are feeling the constricting effects of the downturn, and are doing something about it in terms of cost-cutting strategies.

Specifically, five of these entrepreneurs report only moderate growth between 1989 and 1990, and two say their sales have already dropped off. Rosemary Breiner runs a construction company in Denver that was particularly hard hit. And Roberto Vilato in New York says revenues for his Interstate Courier service dropped marginally.

Yet it is precisely because of hard times that these profiles are so instructive. For example, one of the ways CEOs are beating the squeeze on profits is to cut the high cost of health insurance. Senior Editor Rick Mendosa describes how employee leasing can be used for that purpose, with a sharp focus on an employee leasing company in Miami—Vincam Human Resources—founded by CEO Carlos Saladrigas.

Recent events in the media also testify to the downturn. Undoubtedly the hardest hit was the publisher of Coral Gables-based *Vista* magazine, and my good friend, Arturo Villar. Apparently in response to troubled revenues, the board of directors of the magazine that Mr. Villar founded replaced him, as well as his editor and long-time associate Henry Caicedo. Mr. Villar and Mr. Caicedo put together one of the first print products ever launched in the Hispanic media market.

We will watch these enterprising gentlemen with interest to see where they identify new opportunities in a new market environment.

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MANAGING TO

By Joseph Wells

Survey shows how top CEOs deal with a worsening economy.

Lawrence Rego says his greatest success is "being able to prosper during these hard times." Mr. Rego is the chief executive officer of Sound Electric Corp., a large electrical contracting firm in the Bronx. In spite of the worsening U.S. economy, Sound Electric's sales went from $5.8 million in 1989 to $9.3 million for 1990. But not all Hispanic-owned companies are doing so well. Charles Diez, who is CEO of the Supreme Gear Co., just north of Detroit, laments that he has just been forced to lay off 15 people because of the economy and growing foreign competition.

Both companies, Sound Electric and Supreme Gear, are members of the **HISPANIC BUSINESS** 500—America's largest Hispanic-owned companies. And their leaders made these comments in response to our Annual **HISPANIC BUSINESS** CEO Survey.

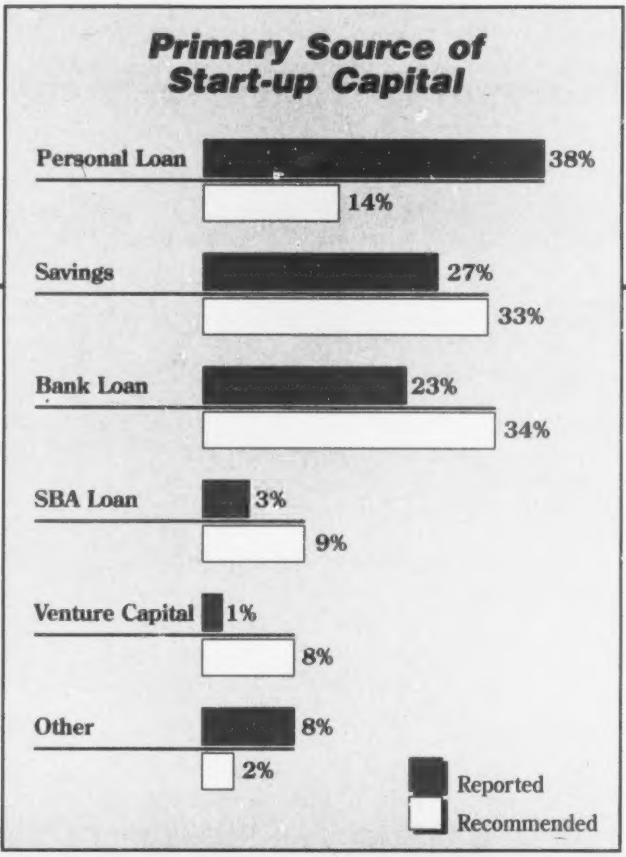
The CEOs responded to our 15 survey questions with insights for other entrepreneurs on how they got where they are today. The questions covered everything from start-up financing to current income and membership in Hispanic organizations.

On the financial front, we found that while almost 40 percent of the CEOs responding to the survey started their companies with personal loans, they tend to recommend alternative sources of capital to other people planning to go into business. The average company is 19 years from start-up, was funded with $51,000, and now has working capital of $1.1 million and a monthly payroll of $162,000. Average sales are $16.6 million.

—The biggest headache is still "the competition" as in previous years, but this headache is getting worse. Last year one-fourth of the responding CEOs said this was their main pressure. This year it is nearly half, 48 percent. When we asked the CEOs with a competitive problem to elaborate, we found that the root cause was usually the shrinking economy. As Mr. Diez puts it, "Many companies aren't worrying as much about their employees or profits as they are about survival. So they undercut prices to get the job." And Mark A. Valle, chief executive of Mark Metals Inc., a metals distributor in the City of Industry, California, adds that "With this economy the total amount of business is shrinking so

Teresa McBride, CEO of McBride and Associates (here with customer Steven Lucero, VP of Carretas Inc. in Albuquerque), says companies like hers that provide computer services can do better at a time when client companies are being careful about expenditures on inhouse staffing.

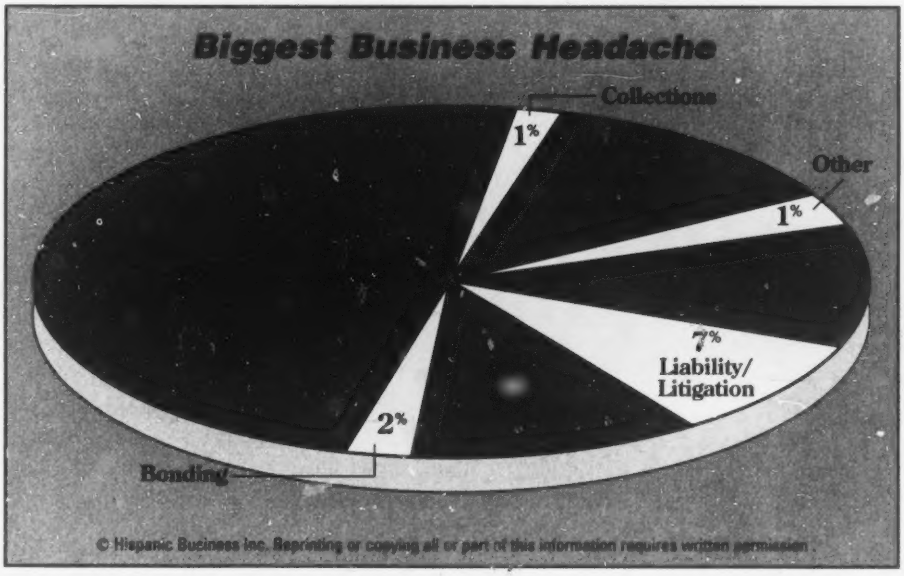
GROW



there are fewer slices to cut from a smaller pie."

With such shrinkage, the slices that international competitors take seem to be hurting the 500 more too. Guillermo Miranda, Jr., head of athletic footware manufacturer Gator Industries Inc. in Hialeah, Florida, says his competition is virtually all from China, Taiwan, and Korea. As a result, he explains, "We're handling the economic situation by watching our overhead and tracking the economy very closely. We're also lobbying for trade restrictions on the Asian manufacturers to give us a fair chance to compete."

Despite the bite of low-cost competition, Gator Industries is still managing to grow—from $52 million in 1989 to $56.3 million in 1990. "And the first half of [fiscal] 1991 has been good," Mr. Miranda says cautiously. "With the war we can't project the rest of the year."



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Other companies actually seem to be benefiting from adversity. Chihuahua Inc., a Fresno, California-based tortilla producer headed by Frank Villegas, is one example. "Actually the economy is helping," says Mr. Villegas, "since we make low cost food items. Sales are up." Sales for 1989 were $11.2 million, and in 1990 they were just a few thousand shy of $12 million. So for now, Mr. Villegas says, he plans to keep right on growing because "we're in the rapids. We have to keep rowing."

Teresa McBride, CEO of McBride & Associates Inc. in Albuquerque, is also benefiting from the economic situation. Her computer service and sales business is the second fastest growing Hispanic-owned company in the country. "We're not downsizing," says Ms. McBride, "but many major corporations are, and as they eliminate inhouse services they are contracting out more, so we're getting more work. The economy isn't really affecting us right now." Still, like any shrewd executive of the 1990s, she is "tracking it a lot more closely these days."

Another CEO headache is the problem of finding financing—an affliction that's especially bad for "capital intensive" businesses requiring very expensive equipment. One firm in that category is the Ferrous Metal Processing Company in Cleve-

Ralph Velasco, CEO of Amigos Canning Co. Inc. in San Antonio, doubled his sales from 1989 to 1990 by changing his marketing strategy from private label to the Amigos brand.

land—a steel milling and service business. "The cheapest piece of equipment I can get costs half a million dollars, and the two I'd like to get cost $5 million each," explains Chief Executive Officer Eduardo Gonzalez. "However," Mr. Gonzalez is quick to point out, "we're one of the 100 fastest growing companies in Cleveland, at a time when most steel mills are really hurting." With reported sales of $9.6 million in 1989 and $10.5 million in 1990, Mr. Gonzalez has just cause to report that his greatest success has been the "ability to sustain market growth."

One way the 500 CEOs may be handling the new economic reality is to pay themselves less. Last year 65 percent of all respondents said they made more than $100,000. This year it is 60 percent. Last year 19 percent made between $75,000 and $100,000; this year 14 percent. And last year only 5 percent said they made under $75,000, while this year 15 percent put themselves in that range. (Both years 11 percent declined to answer.)

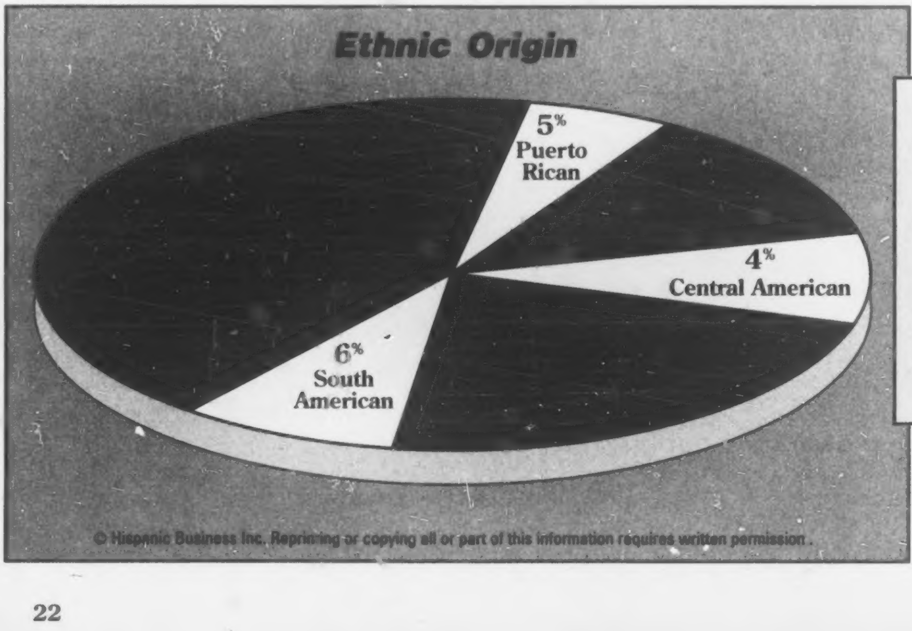
At the same time there was a 6 percent decrease in the number of working spouses, to 50 percent. Of the working couples, 64 percent work together, virtually the same as last year. On the household front there is also a change in the choice of family autos. Last year the most popular make of family car was a Mercedes; this year it is a Cadillac.

When it comes to membership in Hispanic business groups, many more CEOs are joining. The number who belong to such local and national organizations is up from 26 percent to 40 percent, half of whom are members of the U.S. Hispanic Chamber of Commerce (USHCC). A still larger group—65 percent—think such memberships are important, and 17 percent are undecided.

As more CEOs participate in these Hispanic business groups, two things are happening. On the one hand, expectations are changing. As Mr. Valle of Mark Metals in California puts it, he had always thought networking groups focused on giving each other business, and avoided them because he didn't feel he had time for that. But now, as a member of the Latin Business Association in Los Angeles, he says his view has changed. "Now that I'm attending mixers, meetings, and such, I've found that the real value is in idea exchange."

On the other hand, as membership in Hispanic business

Ethnic Origin



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Political Affiliation

Republican	**34%**
Independent	**7%**
Democrat	**6%**
Declined	**53%**

groups swells, new and more sophisticated demands are creating pressures for change in the organizations themselves. For example, when we interviewed one CEO who says he believes such associations could be useful, but doesn't belong to one, this was his comment off the record: "The USHCC seems to be a good, well organized association on the national level. But here locally they're useless, and there's a lot of backbiting."

Fortunately, ambitious Hispanic executives all across the country are deciding to change that situation, says Gabriel Aguirre, the USHCC's new chairman of the board, and a lot depends on local support. Mr. Aguirre, who is also CEO of Sani Serv Inc. in Indianapolis, a cold food vending machine maker, gives this advice: "Don't just sit there and complain. Do something about it. The local organizations can't do anything without lots of involvement, and the national can't do anything without financial backing. This involvement and support is especially important for the CEOs of the HISPANIC BUSINESS 500, who are in the best position to do something."

In terms of other affiliations, again only 40 percent of the responding CEOs consider themselves aligned with one of the two major political parties—34 percent are Republicans, 6 percent Democrats. By comparison, 7 percent report they are independents, and a big 53 percent are unaffiliated.

We also found that many of the CEOs are refining their management and market strategies to deal with today's economy. Ralph Velasco, Jr., CEO of Amigos Canning Co. Inc., a Mexican food manufacturer in San Antonio, thinks his recent change in market strategy has been his greatest success. Amigos had done fine as a supplier to private label clients until about 1982, says Mr. Velasco, when the private label customer base "began to disappear as a result of mergers and acquisitions. This trend continued until 1989, when our business dropped to $2.1 million."

His response that year was to put a priority on marketing his own Amigos branded products—a basic change in strategy that netted an "almost 100 percent increase in sales from 1989 to 1990, from $2.1 million to $4.1 million." And it's still improving, Mr. Velasco says happily, describing his plans for a new accounting system reflecting the change in business focus, with a management and marketing information retrieval system.

It's the companies like Amigos Canning, McBride and Associates, and Ferrous Metals that illustrate how the HISPANIC BUSINESS 500 CEOs are managing to grow—with an emphasis on the "managing." Ⓗ

Household Income

Over $100,000	60%
$75,001 - 100,000	14%
$50,001 - 75,000	12%
$35,001 - 50,000	3%
Declined	11%

Does Your Spouse Work?

Yes	50%
No	37%
Declined	13%

If Yes, Does He/She Work With You?

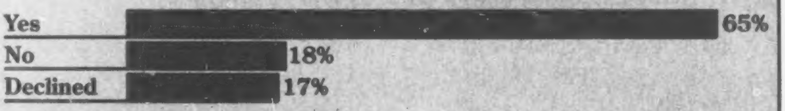
Yes	64%
No	23%
Declined	13%

Personal and Family Vehicles

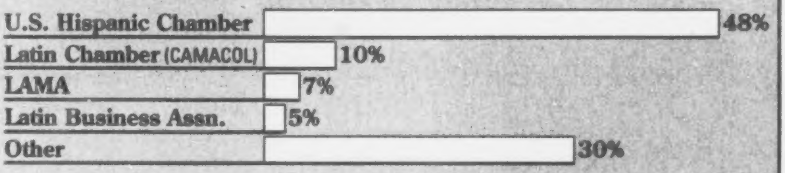
(Percent of total reported, by brand)

Cadillac	15%
Mercedes	12%
Chevrolet	9%
Ford	9%
BMW	6%
Jaguar	6%
Lincoln	6%
Nissan	4%
Other makes	33%

Important to Belong to Hispanic Business Groups?



To What Group(s) Do You Belong?
(Of the 40 percent who belong to groups)



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The BUSH PRESIDENCY

Politics, Business, and the Export Sector.

EXCLUSIVE INTERVIEW

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Photo of President Bush with Shiree Sanchez, the President's liaison to the Hispanic community. Photo by David Valdez.

DIRECTLINE

George Bush came to the American presidency with two main life experiences behind him: one in business and the second in politics and government. Both nurtured a natural conservatism, a tendency to hold onto his cards until the time is right to play them.

Eventually perseverance, caution, a carefully crafted record of steady service, and a gradual rise earned him a crack at the main title. Suddenly in the 1988 presidential campaign, finally free from his mentors, he came out swinging and quickly placed his Democratic rival on the defensive.

The Bush presidency is not about vaulting intellectual designs or a grand vision of things, although perhaps its practical bent and native pragmatism could achieve great things. Certainly it has already achieved one of the most spectacular examples ever of war used as an instrument of foreign policy.

But if some sectors continue to yearn for a grand domestic effort to repair the environment, correct the educational infrastructure, push civil rights, care for the homeless, create a national health plan, or resolve the deficit and foreign trade imbalance, these will all be a long time coming, if at all. Efforts to confront all of these issues would be highly divisive and require a consensus that no one, not even President Bush with his 70 to 80 percent favorable standing in the polls, can command.

So the President tacks to foreign policy and the export sector—with a focus on a Free Trade Agreement (FTA) with Mexico. The policy intent is to galvanize North America eventually into a powerful regional trade bloc capable of competing with the EC and the Asian tigers. This objective will be sorely tested by May 31, the deadline for a Congressional decision to approve extension of "fast track" authorization for trade negotiations.

Indeed, the Administration is already positioning the Hispanic electorate for 1992, but it surely isn't doing so with support for civil rights, equal employment opportunity, or expansion of minority business set-asides. It is emphasizing the FTA with Mexico, which Mexican-Americans particularly support; a tough stand on Cuba, which presumably takes care of the Cuban-American vote; and an indication of support for Puerto Rican statehood.

But who really knows what President Bush is thinking on these matters? One thing we do know is that he's a great counter of votes. And the Hispanic vote, although still marginal in the general scheme of national politics, looms larger and larger as the states redistrict to reflect the 1990 Census results.

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Small Change From the SBA

8(a) awards to Hispanics fell by 33 percent in 1990.

By Brian Wright O'Connor

In the wake of urban unrest, the U.S. government in 1968 ushered in a contract program intended to bring people of color into the economic mainstream and end the glaring inequities of two societies, separate and unequal. The 8(a) program, as it came to be known, provided for a stream of federal government contracts going out to businesses suffering the burden of social and economic disadvantages.

But something happened on the way to the mainstream: as the Small Business Administration's 8(a) contracting program grew, the constituency of disadvantaged businesses expanded as well, leading to inevitable conflict over a finite piece of the federal procurement action. What started out as a program geared largely to African-Americans, and which soon expanded to include Hispanics, now embraces more than 30 categories of socially disadvantaged groups, including mainstream women.

The appearance of nonminority females in the program caused some rumbling among contractors worried about competition, but politically speaking there was little that could be done about it. A survey of corporate constituencies by Sirota and Alper Associates in New York shows that resistance to affirmative action for women among mainstream men—the politically potent segment of U.S. society—decreased significantly during the 1980s, while resistance remained strong to help for minorities.

As the 8(a) table was getting more crowded during the 1970s and '80s, glaring political favoritism in the contract process led to scandals and congressional inquiry, resulting in sweeping reform legislation in 1988 intended to end abuses and make the program more accountable.

Among the more problematic changes was the end of sole-source, noncompetitive bidding for manufacturing contracts over $5 million and goods and service contracts over $3 million. The new threshold levels were meant to encourage more competition among 8(a) firms...but the result has been quite different. Federal procurement officers have avoided the 8(a) process like the plague, preferring standard bidding practices to the newly cumbersome 8(a) process.

Latin American Management Association Chairman Nicholas Innerbichler says Congress should reexamine the 8(a) reform law.

In addition, net worth requirements have driven from the program those 8(a) vendors whose total assets, excluding their home, exceed $250,000. A quarter million dollars sounds like a lot of money, but anyone who has ever gone hat in hand to a bank knows it's hardly sufficient to use as leverage for major capitalization funds. What's more, 8(a) vendors are no longer allowed to put up their business as collateral for loans, a significant economic tying of hands that has led to flight from the program.

So, like most reforms undertaken inside the Beltway that encircles Washington, D.C., the legislated changes have wrought as many problems as they were intended to solve. For Hispanic firms, the picture isn't pretty at all.

According to the SBA, 8(a) awards to Hispanic-owned firms suffered a 33 percent drop from fiscal year 1989 to fiscal year 1990—from $781 million down to $526 million. And the 1990 figure represents a 41 percent fall from 1988, when Hispanic companies did $895 million worth of 8(a) business with the federal government.

Other 8(a) constituencies were hit as well: African-American owned firms did $1.37 billion worth of 8(a) business in 1988, but only $663 million in 1990. And businesses owned by nonminority women, who did $14 million in 8(a) work in 1988 and increased that to $24 million in 1989—saw their all-time high drop by more than half in 1990, to just $11 million.

The grim figures produced cries of distress from all corners of the minority business community. Washington officials, in keeping with the best political tradition of assigning blame, sought a scapegoat. They found her in Erline Patrick, the first nonpolitical appointee to head the SBA's Minority Small Business and Capital Ownership Development (MSB-COD) division, which among its other duties oversees the 8(a) program. Ms. Patrick had been considered uniquely qualified to end the reign of patronage appointments to the 8(a) hot seat: during her previous tenure as a Senate Small Business Committee staffer, she helped write the reform legislation.

But after less than two years as the agency's MSB-COD administrator, she was out the door. In December she was detailed briefly to the wilderness of New England before being brought back to Washington as part of the low profile special programs division.

In the meantime, sands were shifting at the top of the agency as well. SBA Administrator Susan Engeleiter announced her resignation in January to pursue as yet unnamed private sector opportunities in her home state of Wisconsin. The 39-year-old former state senator had come from the Badger State in 1988 after narrowly losing a U.S. Senate race. Her replacement is another moderate Republican with no business experience—former U.S. Representative Patricia Saiki of Hawaii, like her predecessor a recently failed U.S. Senate candidate.

According to agency sources and business owners who requested anonymity, Ms. Patrick ran afoul of SBA superiors angry over backlogs in the certification process, particularly as they affected mainstream women applicants. Some of the delays were purely procedural: the 8(a) staff, working with new regulations and hampered by turnover, found it difficult to meet newly mandated 90-day processing requirements.

Meanwhile, businesses clamoring for entry into the program vented their wrath at upper levels of the SBA, and the heat came down, some said unfairly, on Ms. Patrick's head.

Nicholas Innerbichler, president of TAMSCO Corp. in Calverton, Maryland, and chair of the Latin American Management Association, expresses regret for the departure of Ms. Patrick, who won wide respect, he says, in the minority business community. "We were very disappointed in the loss of Erline Patrick," comments Mr. Innerbichler. "We thought that her background with the Senate Small Business Committee and her role in writing the 8(a) reform act gave her tremendous insight into the law. Were there problems with it? Of course there were. Erline, in spite of severe budget constraints, did an excellent job."

Like most 8(a) vendors, Mr. Innerbichler worries about the long term effects of changes in the program, from which TAMSCO derived about $24 million in manufacturing and software contracts in 1990—approximately 80 percent of its total revenue. Competition from women-owned firms for 8(a) contracts is less a factor in the declining figures for Hispanic businesses, he explains, than the introduction of competitive bidding to the program. "Congress needs to revisit certain areas of the law—it needs to go back and fix things," he counsels.

Other Hispanic business advocates are less generous in their assessment of SBA officials past and present.

"As far as Hispanic businesses are concerned, Susan Engeleiter and Erline Patrick made no difference at all," is U.S. Hispanic Chamber of Commerce President Jose Nino's blunt critique. "Things are no better now than when they arrived," he insists strongly. "The SBA is not out in our community. They do not have a good outreach program."

Isaiah "Ike" Washington, a career SBA employee brought in from the Atlanta regional office as Ms. Patrick's interim replacement, contends the jury is still out on how the new regulations will affect the 8(a) vendor community. "This year is really the first true test of competition in the 8(a) program," says Mr. Washington. With the backlog of certification applications left over from Ms. Patrick's tenure finally cleared up, he advises caution before pronouncing the new changes a failure. As to jostling between competing constituencies for 8(a) contracts, Mr. Washington goes no further than to acknowledge that the tension exists: "I would have to say there is a concern within the minority business constituency," he says. "I would say it was overall and not necessarily focused on the 8(a) program."

For businesses lining up to enter the 8(a) fold, reports of turmoil from Washington tend to dampen enthusiasm. Consuelo Gonzales Thornell, vice president of Bell Associates Inc. in Cambridge, Massachusetts, had provided management consulting services for a decade before finally gaining certification last year. Mrs. Thornell, who also holds a director's seat on the powerful Boston Redevelopment Authority, plans to pursue 8(a) contracts aggressively without making the mistake of relying too much on public sector largesse. Firms that depended exclusively on 8(a) contracts, she points out, often found themselves floundering once they were eased out, or "graduated" from the program.

"We'll try to broaden our base with the program," she says. "We've had to get out in the past and really market our company in a light economy. The competition from other firms is just a fact of life. When women were included as a minority entity without increasing the size of the contract pie, we knew this would make it tougher.

"It's unfortunate, but it makes you work that much harder."

Minority 8(a) Contracts Declined From 1988 To 1990...*

	1988	1989	1990
African-Americans	$1.37 B	$1.17 B	$663 M
Hispanics	$895 M	$781 M	$526 M
Minority Women	$369 M	$214 M	$207 M
Nonminority Women	$14 M	$24 M	$11 M
TOTAL	$2.648 B	$2.189 B	$1.407 B

...While Total 8(a) Contract Dollars Increased

	1988	1989	1990
Total $ awarded	$3.3 B	$3.4 B	$3.4 B
Total # of contracts	4,440	3,946	3,136

* Fiscal years (Oct. to Oct.), does not include contract modification amounts.
(Source: Ike Washington, SBA, Feb. 1991; Susan Clifford, SBA, Oct. 1990.)

The Political Event of the Decade

Redistricting can translate Census numbers into power.

By Joel Russell

On February 19 Gloria Molina, a Los Angeles City Council member, was elected to the Los Angeles County Board of Supervisors. She is the first Hispanic on the Board in its 115-year history.

Ms. Molina's election wasn't simply good fortune. In fact it was the result of a 1988 lawsuit alleging that the Board had deliberately discriminated against Hispanics when it carved the map up into electoral districts back in 1981. The court agreed, new lines were drawn, and a special election was held.

This year, politicians at all levels of government across the country are sitting down with the 1990 Census results to begin redistricting. And the nation's Hispanic community is bracing to exert its muscle in the process.

"It's probably the most important political event of the decade, because it sets the parameters within which elections are held," says Dr. Robert Brischetto, executive director of the Southwest Voter Research Institute (SWVRI). "It's a window of opportunity, a process for setting the rules for the democratic electoral game."

The states that have gained seats in the U.S. Congress include California (7), Florida (4), Texas (3) and Arizona (1). "What do they have in common? Large Latino populations," says Arturo Vargas, director of outreach policy for the Mexican American Legal Defense and Educational Fund (MALDEF). "There's a direct correlation. Half the population gain in California, for example, is Hispanic." And therefore three of the seven new House seats should be Hispanic, according to California Representative Esteban E. Torres.

There's a catch, though, Mr. Vargas adds. The fact that more members of Congress will come from Sunbelt states doesn't guarantee better representation for Hispanics. That all depends on how the Congressional district lines are drawn. The state legislature makes this decision in each state, the only legal requirement being that any redistricting must be complete in time for the 1992 elections.

"The operative word here is 'fair process,'" says Bob Castaneda, community relations officer for the Governor of California. "If we had our 'druthers, we would prefer to see it apolitical and nonpartisan or bipartisan...but that's not the way it is, so in many cases you have the fox watching the chickens."

Dr. Robert Brischetto is executive director of the Southwest Voter Research Institute.

Hispanics can affect the congressional redistricting process in several ways, says Dr. Brischetto. First each state will hold hearings to review redistricting plans.

Although anybody can submit a plan, politics and demographics make it a sophisticated game. The facts are these: districts must be nearly equal in population size; all minority groups must be taken into account; line drawing to suit the purposes of political parties (gerrymandering) is common; and reapportionment tends to threaten the people already in office—the incumbents—says Dr. Brischetto. That's a fact not lost on politicians.

The basic principle for minorities is that "for purposes of preserving a [minority] incumbency, you can't dilute the minority vote," says Mr. Vargas. "If there is the opportunity to create a district that keeps a minority population intact, that must be taken into account."

Conversely, two strategies for creating "safe seats" for mainstream incumbents are to fragment a minority population among several districts, or to lump it all into one district when its number would justify two districts.

Mr. Vargas says that taking all the factors into account means that voting districts must often be "built" incrementally, one block at a time. The SWVRI has developed special computer software and a training manual to help local Hispanic groups play the game too. But you don't need a law degree or a computer to affect the system, Mr. Vargas says. Hispanics can contact politicians and explain how discrimination has hurt them in the past. Mr. Castaneda agrees that lobbying legislators and "holding their feet to the fire" can exert a powerful effect.

Once the legislature adopts a plan there is a time for public response. If the legislature adopts a plan unsatisfactory to Hispanics, groups and individuals can still lobby elected officals. In some cases letters to the Justice Department (the enforcer of the Voting Rights Act of 1965) can change the outcome. The final recourse is litigation.

"We need to insist that the whole process be held in the open, that the public have the opportunity to review the lines," says Mr. Vargas. "That's the kind of information the public should have access to. If it is not provided, something is fishy."

After Congressional seats have been

reshuffled, reapportionment will continue at the state, county, and city levels. Here self-interest prevails because "every political entity is responsible for redistricting itself," Mr. Vargas explains. State legislators, for example, draw their own lines. The Hispanic presence at the local level is likely to be even greater, due to geographic concentration and population growth during the past decade.

Hispanics in Chicago, for example, now represent almost 20 percent of the city's population. They expect to increase their number of members in the Illinois House of Representatives from two to five and will try to create three state senate districts, says Juan Andrade, Jr., president of the Chicago-based Midwest/Northeast Voter Registration Education Project. Also, he says, "there must be a way to create a U.S. congressional district that embraces a substantial portion of the heavily Hispanic northwest and southwest areas" of the city. This in a state that will lose two members of Congress due to relatively slow population growth.

"The whole process redefined itself with the historic lawsuit and the election Gloria Molina won," concludes Mr. Castaneda. "Is there a trickle-down effect, a domino impact? I think so. But that depends on what happens in various communities in terms of the people in power."

The important thing to remember, says Mr. Vargas, is that "there should be the opportunity for public input at every level. Politicos are savvy at "looking out for number one"—as the Los Angeles Board of Supervisors did until this year.

States Gaining or Losing Representatives After 1990 Census

State	Change	Hispanic % of population		State	Change	Hispanic % of population	
		1980	1990			1980	1990
California	+ 7	19.2	25.8	Louisiana	- 1	2.4	2.2
Florida	+ 4	8.8	12.2	Massachusetts	- 1	2.5	4.8
Texas	+ 3	21.0	25.5	Montana	- 1	1.3	1.5
Arizona	+ 1	16.2	18.8	New Jersey	- 1	6.7	9.6
Georgia	+ 1	1.1	1.7	West Virginia	- 1	0.7	0.5
N. Carolina	+ 1	1.0	1.2	Illinois	- 2	5.6	7.9
Virginia	+ 1	1.5	2.6	Michigan	- 2	1.8	2.2
Washington	+ 1	2.9	4.4	Ohio	- 2	1.1	1.3
Iowa	- 1	0.9	1.2	Pennsylvania	- 2	1.3	2.0
Kansas	- 1	2.7	3.8	New York	- 3	9.5	12.3
Kentucky	- 1	0.7	0.6				

(Source: 1980 and preliminary 1990 Census data.)

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1990 Census Report Delivers the Good News

The U.S. Bureau of the Census has officially corroborated what partial studies, projections, market research, and plain common sense had been showing for the past couple of years—that the Hispanic population is growing at a tremendous speed, and likely to supplant African-Americans as the country's largest minority within the next decade.

The number of Hispanics went from 14.6 million in 1980 to 22.4 million in the 1990 census, an increase of 53 percent. In its earlier projections, the Census Bureau had not expected the Hispanic population to reach this figure before 1995.

States With Highest Proportion of Hispanics

New Mexico	38.2%
California	25.8%
Texas	25.5%
Arizona	18.8%
Colorado	12.9%
New York	12.3%
Florida	12.2%

(Source: 1990 U.S. Census data, preliminary)

The relative importance of Hispanics as a group has also increased in the past decade—from 6.4 percent of the total United States population in 1980 to 9 percent today. During the same decade, the proportion of African-Americans has only grown by 0.4 percent, to 12.1 percent—now only 3 percent ahead of Hispanics.

The Census report shows that Hispanics are present in every state of the union, and the state-by-state findings are sometimes surprising. More Hispanics reside in Idaho than in the District of Columbia, more in Washington State than in Nevada. Hispanics make up 7.3 percent of the population in Hawaii, and nearly 18,000 people of Hispanic descent live in Alaska.

The strongest concentrations of Hispanics remain in California—with more than one third of the total—and in Texas, New York, Florida, and Illinois. California's Hispanic population grew by more than 3 million, or almost 70 percent, in the past decade, going from 4.5 million in 1980 to 7.7 million in 1990. Texas saw a 45 percent increase, New York 33 percent, Florida 83 percent, and Illinois 42 percent.

The Census results will serve as the basis for a great many political and business decisions for the next 10 years. Besides a redistribution of seats in the House of Representatives, social and educational programs will be approved or vetoed according to the overall ethnic composition and electoral power of communities as illustrated by the Census data.

U.S. Population By Group

	1980	1990
Total population	226,545,805	248,709,873
Mainstream	83.1%	80.3%
African-American	11.7%	12.1%
Hispanic origin	**6.4%**	**9.0%**
Asian or Pacific Islander	1.5%	2.9%
American Indian, Eskimo or Aleut	0.6%	0.8%
Others	3.0%	3.9%

(Source: 1980 and preliminary 1990 U.S. Census data)

How accurate are the figures? "The Hispanic population demonstrated an extreme commitment to be counted," emphasizes Arturo Vargas, director of outreach and policy at the Mexican American Legal Defense and Educational Fund (MALDEF). "Hispanic organizations and the Hispanic media urged the community to participate. There is no doubt that there is an undercount but, because we came together as a community behind the Census, the results are probably far more accurate than they could have been."

The count of undocumented immigrants became an important issue during the Census. The Bureau asked household heads to provide information on the number, age, sex, and ethnic origin of all current occupants, regardless of their legal status. "We are confident that we reached a great number of undocumented immigrants," says Jorge del Pinal, chief of the Ethnic & Hispanic Statistics Branch at the Bureau. "But we don't have any way of finding out how many we missed, nor does anyone else."

States With Largest Hispanic Population

Total U.S.	22,354,059
California	7,687,938
Texas	4,339,905
New York	2,214,026
Florida	1,574,143
Illinois	904,446

(Source: 1990 U.S. Census data, preliminary)

The Bureau is currently doing sample surveys across the country to determine the margin of error in the Census report, and, if it proves necessary, will adjust the data on African-Americans and Hispanics. The results should be released later this year. But in the meantime, there is no longer any doubt in anyone's mind that Hispanics are a political force and a consumer market to be reckoned with.

JUNE 1991

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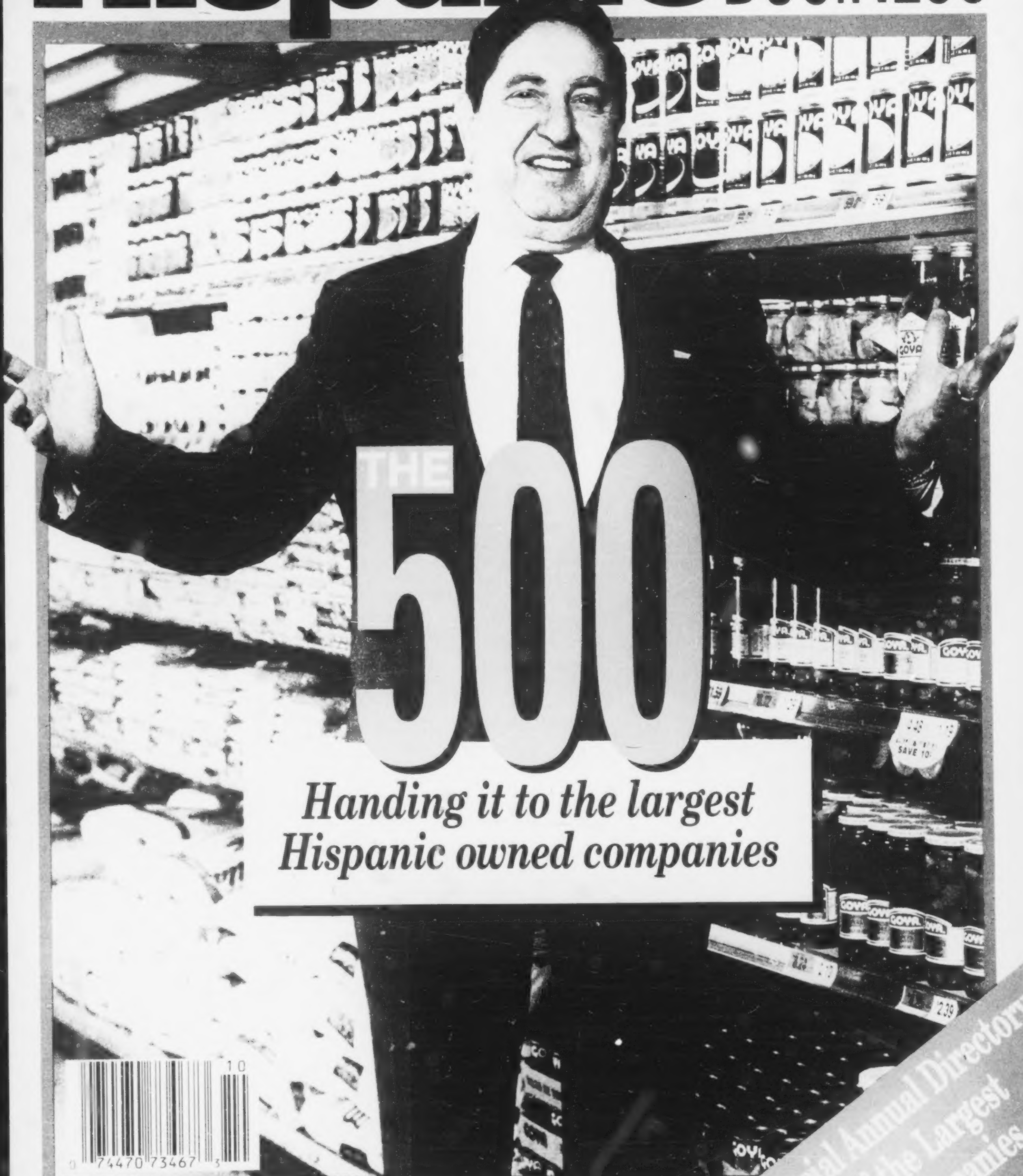
Hispanic BUSINESS



THE 500

Handing it to the largest Hispanic owned companies

Special Annual Directory of the Largest Companies

HispanicBUSINESS

June 1991 Volume 13, Number 6

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HISPANIC
THE
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In reading through the copy boards for this issue I couldn't make up my mind which was more impressive, the sales performance of the 500, or the work of our editorial department.

You will make up your own mind, but I want to take this opportunity to recognize the outstanding performance of the editorial team: from left above, Sharon Murphy, production administrator; Janet Glasheen, managing editor; Michelle Vachon, research associate editor; and Rick Mendosa, senior editor.

I am amazed each year at the amount of information that comes together in such a short time, and I am equally amazed by the process involved in giving form to the resulting stories.

Michelle has developed a research product superior to anything we've ever done before, both in quality and in terms of the number of companies we were able to reach. She canvassed many thousands of Hispanic firms throughout the country with unremitting tenacity. The result is for your benefit.

Janet Glasheen works through every story, rearranges, cuts, inserts, applying the standards that make our editorial product an eminently competitive, marketable commodity. Hers is the behind-the-scenes work, offstage, accruing no byline recognition; rather the reward is the finished product, the well dressed child that can be presented to the guests. She came to us from McKinsey & Co., where she worked in the New York and Los Angeles offices.

Rick Mendosa watches ever vigilantly for the editorial angle that will turn a point of information into relevant business news. His network of sources and contacts has expanded our editorial outreach significantly. Moreover, his knowledge of Hispanic firms, his ability to identify the issues, and his skill in reaching out to grasp the right information allow him to turn out feature stories that are both timely and relevant.

But none of this would be possible without Sharon's sharp organizing skills. It is she who keeps us all on our just-in-time production schedules, providing the critical liaison with designers, prepress vendors, and printer. She orders the Mac around in a masterful way, and takes everything in stride—even when the publisher asks her to insert a paragraph at the last minute.

But the real marvel is how they work as a team. The result speaks for itself.

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Hispanics Biggest Business Minority

Census Bureau shows huge gain in companies owned by Hispanics.

By Humberto Lopes

Hispanics have jumped into first place in minority business ownership. This is the most surprising implication of a just-released Census Bureau survey of Hispanic owned businesses. While the African American business survey came out a year ago, the Hispanic survey took longer. Both surveys are part of the "1987 Economic Census."

The new figures show a total of 422,373 Hispanic-owned businesses in 1987, up an astounding 81 percent from the 1982 survey five years earlier. The increase was so big that even the Census Bureau was surprised, and delayed issuing the report so they could double check their numbers. "We expected a large increase," says project manager Donna McCutcheon, "but it was even larger than we expected."

By comparison, the Census Bureau found 424,165 businesses owned by African Americans in 1987. While this was 1,792 more businesses than the Hispanic number, or 0.4 percent more, the Census Bureau admits that it missed approximately 68,000 Hispanic businesses because of difficulties in identification, a problem that did not plague the African-American survey. This information implies that Hispanic-owned businesses numbered more than 490,000 in 1987.

In terms of total revenues, the Hispanic business sector has an even greater lead. The businesses officially identified as Hispanic owned in 1987 earned $24.7 billion, by comparison with the African American total of $19.8 billion. That 25 percent difference was not a surprise, though, because the 1982 surveys showed Hispanics leading by 22 percent. Hispanic companies with employees also had higher average sales—$213,845, versus $199,590 for African American businesses.

If you were to study the original 1982 survey results, the numbers we're quoting here won't match. That is because the Census Bureau changed the methodology used for counting minority owned businesses after 1982 and has retroactively changed the 1982 numbers. Before 1987, the Census Bureau counted all "firms"—including individual proprietorships, partnerships, and corporations—that had any revenues at all. Now there is a $500 minimum. And the surveys now count only those incorporated companies that define themselves as "Subchapter S" corporations. A Subchapter S corporation must have 35 or fewer owners, and can pass profits to individual shareholders, who are taxed at their own lower individual rates.

U.S. Companies by Group, 1987

	Firms (Number)	%	Revenue ($ Mil.)	%	Employees (Number)	%	1990 Population	%
All U.S.	13,695,480	100	1,994,808	100	19,853,333	100	248,709,873	100
Hispanic	422,373	3.1	24,732	1.2	264,846	1.3	22,354,059	9.0
African-American	424,165	3.1	19,763	1.0	220,467	1.1	29,986,060	12.1

Sources: U.S. Census Bureau "1987 Economic Censuses" and "The Hispanic Population in the United States: March 1990."

While inclusion of non-Subchapter S corporations would make the survey more accurate, the Census Bureau found it too difficult to obtain information on these enterprises. The original 1982 survey count of Hispanic businesses, for example, included only 636 such corporations.

HISPANIC BUSINESS magazine does not consider this distinction in its listings of Hispanic owned businesses. And our definition of "Hispanic owned" differs in two respects from the Census Bureau's. They count all firms where 50 percent or more of the *number of owners* are Hispanic. HISPANIC BUSINESS counts firms where 51 percent or more of *equity in the firm* is owned by Hispanics. Further, the Census counts firms owned by any Hispanic regardless of citizenship, whereas HISPANIC BUSINESS counts only those firms owned by U.S. citizens.

But the important question is, where did all this growth between 1982 and 1987 come from?

Geographically, the biggest increase in number of Hispanic owned companies came in California, 61,956; in Texas,

Growth in Hispanic Owned Firms, Revenue, and Employees

Survey	# Firms	% Annual Growth	Revenue ($ Bil.)	% Annual Growth	# Employees	% Annual Growth
1969	100,212	-	3.6	-	126,296	-
1972	120,108	6	5.3	14	149,656	6
1977	219,355	13	10.4	14	206,054	7
1982	233,975	1	11.8	2	154,791	-6
1987	422,373	13	24.7	16	264,846	11

Notes: Growth percentages are expressed as compound annual rates. Data for surveys before 1982 reflect some differences from current methodology. However, the apparent slow growth between 1977 and 1982, including the decrease in employment, is real and reflects general economic conditions.

Source: U.S. Census Bureau "1987 Economic Census."

Hispanic Owned Companies—Top 10 States, 1987

	All Hispanic Firms	Revenue ($ Bil.)	Firms With Employees	Revenue ($ Bil.)	# Employees
Total U.S.	422,373	24.7	82,908	17.7	264,846
California	132,212	8.1	26,886	5.8	89,722
Texas	94,754	4.1	20,845	2.9	49,942
Florida	64,413	4.9	9,924	3.7	42,375
New York	28,254	1.6	4,334	0.9	12,745
New Mexico	14,299	0.7	3,716	0.5	10,680
New Jersey	12,094	0.9	2,226	0.6	6,167
Arizona	9,845	0.5	2,206	0.4	8,969
Illinois	9,636	0.6	1,712	0.4	5,890
Colorado	9,516	0.4	1,813	0.3	4,601
Maryland	2,931	0.2	509	0.1	1,431

Source: U.S. Census Bureau "1987 Economic Census."

36,131; and Florida, 32,009. In percent of growth, the top 10 states were Maryland, first, with a 111 percent increase; then New York, 104 percent; Florida, 99 percent; New Jersey, 92 percent; and California, 88 percent. In terms of revenue growth, New Jersey firms gained the most, 269 percent, followed by Maryland, 216 percent; Florida, 186 percent; California, 122 percent; and Illinois, 119 percent.

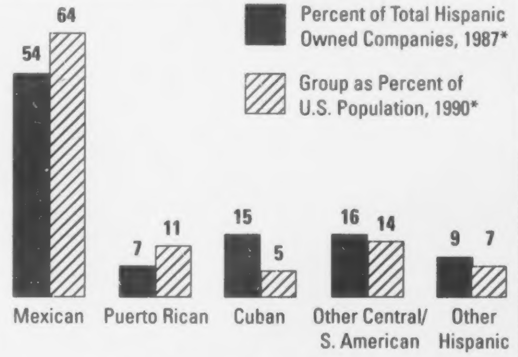
Among the nine major industry sectors, the biggest percentage growth in number of firms was wholesale trade, which grew an incredible 202 percent, fueled by a 313 percent increase in the number of firms wholesaling durable goods. Manufacturing was not far behind with a 182 percent growth rate. In terms of sales volume, the biggest industry group gainers were also wholesale trade, 219 percent, and manufacturing, 202 percent.

Among the different legal forms of organization, Subchapter S corporations increased by 191 percent, far outpacing the growth in individual proprietorships, 80 percent, and partnerships, 30 percent. Much of the increase in number of Subchapter S corporations came as a result of the 1982 change in IRS regulations which gave tax advantages to that type of legal incorporation.

Commenting on the impressive growth of Hispanic-owned businesses, J. Antonio Villamil, chief economist and special adviser to the Secretary of Commerce, notes that the 1980s saw the longest peacetime economic expansion in U.S history, and that Hispanic entrepreneurs were able to take advantage of the growing marketplace. Regarding the future, he says, "with the growth in the Hispanic population and the growing intregration with Latin America, Hispanic entrepreneurs are well positioned to take advantage of these trends as well."

Among the Hispanic owned firms that the Census Bureau counted in 1987, 2,544 had annual sales of more than $1 million. These few firms accounted for $7.5 billion, or 31 percent of all Hispanic business sales volume. By comparison, only 1,947 firms owned by African Americans were as big, and accounted for $7.3 billion in total sales.

Ownership of Hispanic Companies By Subgroup, 1987



*Numbers do not add to 100 because of rounding.

Sources: U.S. Census Bureau "1987 Economic Census" and "The Hispanic Population in the United States: March 1990."

Hispanic Owned Firms In Top 10 Metropolitan Statistical Areas, 1987

AREA	# Firms	Revenue ($ Million)
Los Angeles-Long Beach	56,679	3,346,076
Miami-Hialeah	47,725	3,771,247
New York	23,014	1,239,513
Houston	15,967	584,356
San Antonio	15,241	657,174
San Diego	10,373	559,444
Riverside-San Bernardino, CA	10,195	576,537
Anaheim-Santa Ana, CA	9,683	650,604
El Paso	8,214	450,840
Chicago	7,848	506,393

Source: U.S. Census Bureau "1987 Economic Census."

Most of the $1 million-plus Hispanic firms were concentrated in just three industries: retail trade, with 971 firms selling $2.6 billion; wholesale trade, with 429 firms accounting for $1.6 billion; and construction, with 336 construction companies that pulled in an even $1 billion.

The 1987 Census Bureau report also found 129 Hispanic-owned firms with 100 or more employees. By comparison the HISPANIC BUSINESS 500 directory for that year included 152 firms in that category, probably indicating a Census Bureau undercount.

But by any count we're the biggest minority segment in U.S. business.

THE 500

Market Down, Hispanic Companies Up

The 1991 directory of the nation's largest Hispanic-owned corporations.

Even in 1990's flat economy, the sales of the HISPANIC BUSINESS 500 companies continued to rise. Together, these 500 firms accounted for sales of $9.03 billion in 1990 compared with $8.35 billion in 1989. This 8.1 percent growth far outpaced the 5 percent inflation rate. It also slightly exceeded the 7.8 percent increase posted by the *Forbes* "Sales 500" and the 8 percent gain of the *Business Week* 1000.

These 500 Hispanic-owned firms also accounted for a 7.4 percent increase in employment, going from total employment of 67,618 in 1989 to 72,624 in 1990. The biggest employer again this year is Pizza Management Inc. (number 8 in the 500 listing) with 4,600. PMI, profiled separately in this issue, is engaged in a crucial court case involving its right as a franchise owner to go public, and is in danger of losing all of its 200-plus Pizza Hut franchises as a result.

Mexalloy International (number 19) in Theodore, Alabama, posted the highest level of sales per employee, $9.2 million, for the third straight year. Mexalloy is a distributor of alloys used in steel manufacturing. CEO Enrique Gomez Palacio says his company is so productive "because we are highly computerized and because of the kind of high unit volume business we do." Mr. Gomez Palacio is also the CEO of two other HISPANIC BUSINESS 500 firms, Agromex (number 321) and Alamex (number 361).

Meanwhile, listings of California firms continue to top second-place Florida, 130 to 114. But Florida companies are bigger on average, accounting for $2.8 billion in sales, or virtually a third of all HISPANIC BUSINESS 500 company sales. California came in a distant second with $1.9 billion. Texas, with $1.4 billion, was another state accounting for more than $1 billion in sales.

The median size of the 500 companies also increased this year, to $8.2 million from $7.2 million. Another measure of growth is the size of the smallest company included in the list. Company number 500 this year had sales of $2.8 million, a 31 percent increase from the $2.13 million cutoff the year before.

As impressive as this total performance is, the accomplishments of individual companies are even more noteworthy. The most stunning record of all was posted by the biggest company, Bacardi Imports Inc. (number 1), headquartered in Miami. This company posted $102 million in additional sales for 1990, and its $602 million in total sales accounted for much of the difference

Top 10 Companies by Revenue

	Company	1990 $ Million	Description
1	Bacardi Imports Inc.	602.09	Import/Dist. Rum/Wine
2	Goya Foods Inc.	330.00	Hispanic Food Mfg./Mktg.
3	Sedano's Supermarkets	207.00	Supermarket Chain
4	Galeana Van Dyke Dodge	165.22	Auto Dealerships
5	Handy Andy Supermarkets	154.00	Supermarket Chain
6	International Bancshares Corp.	141.49	Financial Services Institution
7	Ancira Enterprises Inc.	138.37	Auto Dealerships
8	Pizza Management Inc.	133.44	Franchise Restaurant Chain
9	Capital Bank	120.01	Financial Services Institution
10	Frank Parra Chevrolet Inc.	120.00	Auto Dealerships

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Breezing to New Heights

The national rollout of the Bacardi Breezer in 1990 accounted for more than $60 million of Bacardi Imports' increased sales, says COO Eduardo Sardina.

When we saw the revenue figures Bacardi Imports reported this year we thought there must be some mistake. This company has been inching along with 2.7 percent growth per year since 1984, and suddenly it's 20.4 percent? No way. Besides, Bacardi is a big company—the biggest Hispanic-owned company in the United States—and the bigger you are, the harder it is to post a big percentage increase. For them, 20.4 percent would mean a jump of more than $100 million in just one year, from $500 million to $602 million.

Well, it's true. Bacardi Imports just had the most successful year in its long history, which goes back to 1861.

"The sales increase was driven by the Breezer," says Executive Vice President and COO Eduardo Sardina. The 1990 national rollout of the Bacardi Breezer, rum's answer to the wine cooler, proved to be a tremendous success. Bacardi sold 4.3 million 24-bottle cases in 1990, up from 753,000 cases during the limited rollout in 1989. At $17 a case, the Breezer accounted for more than $60 million in increased sales.

"The Breezer is the phenomenal success of the '90s," claims Jose Aragon, vice president for public relations. PR people are allowed some hyperbole, but Mr. Aragon has statistics to back up his claim. Industry data, he says, show the Breezer is already the third largest spirit brand in the United States. Not bad, considering that Bacardi Rum itself is number one and Smirnoff Vodka is number two. Each of the Breezer's four flavors is selling well.

The Breezer wasn't the only reason for Bacardi's best year ever. A long-delayed boost in pricing added at least $27 million to the sales figures. "Like most of the industry, we did not increase prices in the '80s to keep up with inflation," Mr. Sardina notes, a strategy he now thinks was a mistake. They had "underestimated the image power of the brand." While Bacardi had marketed its rum as a volume brand, the market viewed it as a premium brand. Consequently the company had the ability to increase prices without reducing sales.

Another $15 million of Bacardi's 1990 sales was borrowed from this year, Mr. Sardina says. Owing to an increase in the excise tax on liquor that took effect on January 1, 1991, distributors, wholesalers, retailers, and consumers all stocked up before the end of 1990. Still, "We're looking at another 1 million cases of Breezer this year," Mr. Sardina projects.

Part of his assurance may be based on a Breezer ad tie-in with singer Gloria Estefan's imminent national tour—"the biggest promotion of the year in the beverage alcohol industry"—and a major investment to further penetrate the company's important Hispanic market. With this tour, Breezer ad spending increased to about $15 million, about double last year's budget, according to a report in *The Wall Street Journal*, with all Spanish language ads and placement done by Castor Advertising Inc. in New York.

In retrospect. nobody thought the Breezer was a sure thing. Bacardi evaluated more than 1,000 new products before deciding on the Breezer. Even then, success wasn't insured, "because we started late," Mr. Sardina continues. Wine coolers had been on the market years earlier, and because the Breezer has a rum base, it is taxed at a higher rate than wine coolers and in many states can't be sold in supermarkets like wine coolers.

Finally, the Distilled Spirits Council of the United States had a "gentlemen's agreement" not to run liquor ads on the electronic media, so the Breezer was shut out of television until recently when it got "a green light to proceed," Mr. Sardina says.

between total California and Florida company revenues. Bacardi Imports also is profiled separately in this issue.

The company posting the second biggest sales gain is, like Bacardi, located in Miami. Precision Trading Corp. (number 14), a consumer electronics manufacturer and exporter, went from $64 million to $95.6 million in sales during 1990. The company, headed by CEO Israel Lapciuc, does about 70 percent of its business overseas, mostly with Latin America where, they say, business is becoming healthier as the atmosphere becomes less protective and restrictive tariffs come down.

Importantly, at least half of the top 10 companies in revenue growth compete in some of the most distressed segments of the economy—demonstrating that quality of management is at least as strong a determinent of performance as industry sector or economic conditions.

Three of these companies are auto dealerships, a generally beleaguered group nowadays. Frank Galeana of Galeana Van Dyke Dodge (number 4) in Warren, Michigan, posted a $23.3 million sales increase; Ernesto Ancira, Jr.'s, Ancira Enterprises Inc. (number 7) in San Antonio (Jeep/Eagle and Chevrolet/GMC Trucks) racked up a $20.7 million increase; and Tony Batarse, Jr., CEO of the Lloyd A. Wise General Motors dealership (number 13) in Oakland, California increased his company's sales by $15.3 million.

Two other companies with substantial growth operate in the even-more-troubled financial sector of the economy. Chairman

Top 10 Companies by Employees

	Company	# Employees	Description
1	Pizza Management Inc.	4,600	Franchise Restaurant Chain
2	Personnel Contractors Inc.	4,177	Temporary Personnel Services
3	The Vincam Group Inc.	2,500	Employee Leasing
4	CTI Temporaries Inc.	2,310	Temporary Personnel Services
5	Handy Andy Supermarkets	1,700	Supermarket Chain
6	Goya Foods Inc.	1,500	Hispanic Food Mfg./Mktg.
7	Sedano's Supermarkets	1,450	Supermarket Chain
8	Ninfa's Inc.	1,300	Mexican/Cajun/Italian Restaurants
9	Gator Industries Inc.	1,200	Shoe Manufacturing
10	Cantu Services Inc.	1,041	Government Food Service Contractor

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Top 10 Companies in Revenue Per Employee

	Company	$ Million	Description
1	Mexalloy International Inc.	9.18	Ferroalloys Dist.
2	Interamerican Trading & Products Corp.	4.00	Frozen Seafood Importing
3	XCL Financial Services	4.00	Insurance & Financial Services
4	Malaco International Inc.	3.00	Petroleum Products/Chemicals
5	Precision Trading Corp.	2.73	Consumer Electronics
6	High Coffee Corp.	2.48	Coffee Importing
7	Rivasal International	2.42	International Marketing
8	Beagle Products Inc.	2.40	Seafood Importing
9	Bacardi Imports Inc.	2.15	Import/Dist. Rum/Wine
10	Marman USA Inc.	2.09	Chemical Mfg./Dist.

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Tony Sanchez, Sr., of International Bancshares Corp. (number 6) in Laredo, Texas says his company, the largest bank owned by any American minority group member, had the most successful year in its history in terms of both revenues and profits. Revenues went from $114.9 million to $141.5 million, largely because of IBC's takeover of the distressed McAllen, Texas-based Valley Federal Savings and Loan. And while IBC has never posted a loss, an associated $15.8 million gain in after tax profits makes Mr. Sanchez and the bank's other owners very happy.

The Community Thrift and Loan Company in California is a major part of The East Los Angeles Community Union (TELACU), an economic development corporation headed by David Lizarraga that brought in an additional $26.2 million for 1990. The corporation's other arms include TELACU Affordable Housing and two recently purchased construction companies serving the utility industry. TELACU ranks high, as number 16 in the **Hispanic Business** 500.

Listed seventh in terms of dollar sales growth is Pacifica Services Inc., a civil engineering and electronic maintenance firm in Pasadena, California, with a $20.7 million increase. CEO Ernest Camacho says his company grew mostly through additional work for current clients. As he puts it, "We made our customers more dependent on us." While Pacifica (number 32 on the 500) works mostly for the Navy, they also diversified into contiguous areas by adapting successful military concepts to the private sector.

Two other companies that posted big increases are oil distributors. Although this field has of course seen drastic price swings in recent years, Ramos Oil Co. Inc. (number 27) in West Sacramento, California has been growing steadily for years—primarily because of aggressive marketing, says Vice President Kent Ramos. The other oil distributor, Gaseteria Oil Corporation (number 11) in Long Island City, New York, increased revenues by $20 million.

We have also identified the 10 leading companies in terms of percent of growth. The most amazing performer by that measure is Hernandez Engineering Inc. (number 166) in Houston, a company that specializes in developing aerospace training programs. CEO Miguel Hernandez led his firm to a one-year in-

Top 10 Companies by Revenue Growth

	Company	1990 $Million	1989
1	Bacardi Imports Inc.	602.09	500.00
2	Precision Trading Corp.	95.60	64.00
3	International Bancshares Corp.	141.49	114.88
4	TELACU	86.22	60.00
5	Galeana Van Dyke Dodge	165.22	141.93
6	Ancira Enterprises Inc.	138.37	117.65
7	Pacifica Services Inc.	55.70	35.00
8	Gaseteria Oil Corp.	105.00	85.00
9	Lloyd A. Wise Inc.	98.00	82.70
10	Ramos Oil Co. Inc.	60.13	46.00

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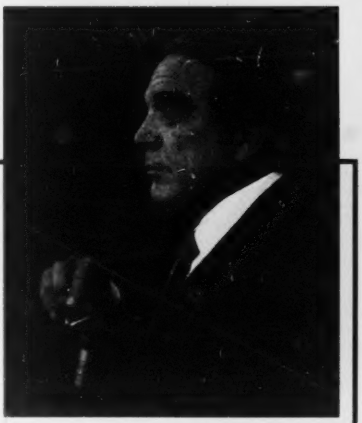
THE 500

The Big One That Got Away



Alfonso (Alfie) Fanjul, Jr., is chairman and CEO of the Florida-based Flo-Sun Corporation–and America's "Sugar King."

Photo by Eduardo Galliani

Almost everybody who likes to fish has a story about the big one that got away. So does HISPANIC BUSINESS. But our story is about a whale of a company.

The company is Flo-Sun Corporation of Palm Beach, Florida. Never heard of Flo-Sun? Few have, and that's just the way Alfonso (Alfie) Fanjul, Jr., wants it.

Mr. Fanjul, Flo-Sun's 53-year-old chairman and CEO, has a reputation for giving interviews about as often as he puts NutraSweet on his opulent table. Which is to say never. Mr. Fanjul's antipathy to NutraSweet is understandable, since he is America's "Sugar King." Flo-Sun controls some 40 other companies that together produce approximately 40 percent of all the sugar grown in Florida, America's biggest sugar producing state.

Flo-Sun itself owns or controls more than 200 square miles of prime Florida sugar cane land around Lake Okeechobee. Two of its better known subsidiaries are the Okeelanta Corporation and Osceola Growers. Considering that Florida's total sugar cane land, some 645 square miles, produced $640 million worth of sugar and sugar byproducts last year, simple arithmetic indicates that Flo-Sun's Florida production brought in at least $200 million in 1990, give or take $100 million.

But that's only for starters. Flo-Sun also owns two of Florida's seven sugar cane mills and a substantial interest in a third. And the company owns 375 square miles of prime sugar cane land and a mill in the Dominican Republic, which enjoys America's largest sugar import quota.

In fact until recently Mr. Fanjul's investments in agriculture, real estate, and tourism gave Flo-Sun a leading position in every Florida industry except one—banking. He corrected that omission early this year by taking charge of one of the state's major financial institutions, the troubled Southeast Banking Corporation. Mr. Fanjul is now Southeast's largest individual shareholder, with direct control of 4.8 percent of its stock and indirect control of another 10 percent through investments made by companies he owns. He also chairs the bank's executive committee.

That recent banking investment brought Mr. Fanjul more public notice, but he seldom talks to the press. The same went for Flo-Sun itself until recently, when the company decided to engage a Miami-based public relations firm.The *Miami Herald*, however, has followed the activities of the Fanjul family for years, and *Forbes* reported on them in a 1990 family profile. Alec Wilkinson's 1989 book, *Big Sugar*, also took notice of the family's holdings in a scathing indictment of industry labor practices.

The picture of Flo-Sun that emerges is one of a zealous pursuit of profits through industry dominance, labor practices that some call questionable, and aggressive lobbying for price supports. Possibly because at least $52 million of those Flo-Sun revenues came from government subsidies, the Fanjuls take an interest in politics. Mr. Fanjul reportedly supported Michael Dukakis's presidential campaign, and his brother, Jose (Pepe) Fanjul, backed George Bush.

Pepe Fanjul runs First Atlantic Investment Corporation, a Miami concern that brokers large deposits into financial institutions. He is the socialite of the family, often seen around Miami in his Ferrari Testarossa. There's little to report about the other two Fanjul brothers, Alexander and Andres, except that all four are offspring of Alfonso Fanjul, Sr., a pre-Castro Cuban sugar baron who had wisely invested in the United States.

Alfie Fanjul's net worth was $400 million in 1986, according to a *Miami Herald* report that listed him as the richest person in South Florida. An article in the fashion tabloid *W* estimated the family fortune as being at least $500 million in 1987. Another interesting indication of Flo-Sun's size is the size of the fines it pays—nearly $900,000 paid in 1986 for employee back wages and reimbursements ordered by the U.S. Department of Labor, according to recent accounts.

So, what are the total annual revenues of Flo-Sun and its subsidiaries? Observers of the family say they don't know. The only ones who know for sure are Mr. Fanjul and his immediate family, the IRS, and the Census Bureau—and none of them is talking. Our best guess is that little-known Flo-Sun Corporation is either the second or third biggest Hispanic owned company in the United States, with annual revenues of at least $300 million.

crease of 231 percent, from 1989 sales of $3.7 million to 1990 sales of $12.3 million.

Most of the Hernandez Engineering increase came from two huge contracts under the Small Business Administration 8(a) minority set-aside program, which they had been trying to get for years. "The growth did not come overnight," Mr. Hernandez says. "It took a lot of preparation, but we were lucky to be there at the right time, with the right size and

Top 10 States

	State	# Companies	Revenue $ Million
1	CA	130	1,920
2	FL	114	2,822
3	TX	72	1,443
4	NY	28	462
5	IL	18	160
6	NJ	17	526
7	NM	15	151
8	AZ	12	110
9	CO	12	114
10	MI	11	374

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mix and qualifications." One of the new contracts, with the Johnson Space Center near Houston, is a multiyear award for $45 million that required the company to expand from 70 employees in 1989 to nearly 300.

Mr. Hernandez is rightly proud of the training his company provides in two of the most visible high-tech aspects of today's world. For example, Hernandez Engineering trains military personnel to manage their resources in emergencies, a program that several Desert Storm pilots credit for enabling them to save their damaged aircraft. The company also trains America's Space Shuttle crews.

Growing almost as fast as Hernandez Engineering is Valverde Construction Inc. (151) of Santa Fe Springs, California. Valverde's revenues grew from $4.9 million in 1989 to $13.6 million in 1990, or 180 percent. Another construction company, Sun Eagle Corp. (136) in Chandler, Arizona, was another big grower, from $7.4 million to $14.9, or 103 percent. CEO Joe Valverde and Sun Eagle's CEO Martin Alvarez both say the ability to secure sufficient bonding allowed them to bid on and win bigger projects than in earlier years.

While these companies are some of the best examples of rapidly growing businesses, altogether 67 percent of those companies that were included in the **Hispanic Business** 500 listing both last year and this year reported sales gains.

A number of firms that appear to be new to the 500 directory this year have in fact only changed their name. Consolidated

They're Staffing Smart In Firing Times

The conventional wisdom that says companies lay off employees when the economy turns down didn't hold for the 11 **Hispanic Business** 500 firms profiled in this issue. None of them is laying off, and the majority are hiring, although as often as not the new hires will be seasonal or temporary rather than permanent—a new departure for these employers.

"I'm hiring right now," says Anna Aguiar, CEO of the Public Inc. transport company in Buena Park, California, "but I'm doing it differently." She's bringing temps into the office for work like data entry and accounts receivable, rather than expanding the permanent staff. But as part of the process, she says, she evaluates the temps "to see if they can become a part of the family. Otherwise, good-bye."

The Field Lining Services environmental containment company in Phoenix also intends to hire some part-time temporary employees for nonskilled office work. And Mexican foods producer Amigos Canning Company in San Antonio will be hiring seasonal production line workers in September.

But not all temps are nonskilled workers. Ketchikan Air Service in Alaska will increase its staff of pilots by 50 percent or more for the busy summer season, and CEO Michael Salazar is looking for seasonal mechanics, the best performing of whom will be offered permanent jobs.

Conversely, Ketchikan Air avoided layoffs earlier in the year by asking employees to work a seven-hour day. Casey Luna Ford & Mercury in Belen, New Mexico had to struggle earlier this year to avoid layoffs too. Mr. Luna retained all of his 62 employees as the economy turned sour by accepting a profit margin of only 1 or 2 percent, rather than the 4 or 5 percent he had expected. "Our veteran employees give us stability and continuity, and we want to keep that," he says strongly.

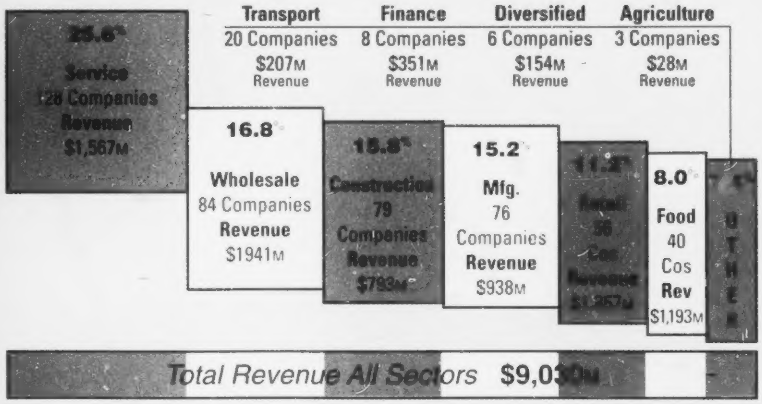
CEO Gary Cortes of Hoffman-Cortes Construction in Kansas City says he needs more people in all areas now, but admits he might secure the right skills any time. "I always keep an eye out for good personnel," he confides. "I have increased staff even when there was no position to fill, when someone with outstanding credentials came along."

And defense contractor Barry Corona, CEO of Production Products Manufacturing and Sales Inc. in St. Louis, says he "desperately" needs people. His biggest problem is finding people with "the right attitude," ready like him to tackle a challenge, whether they be highly skilled engineers or machinists.

The CEO with the most ambitious expansion plans is international restauranteur Arturo Torres of San Antonio-based Pizza Management Inc., the biggest employer in the **Hispanic Business** 500 with a workforce of 4,600. Mr. Torres, who likes to develop "career" employees, plans to hire 300 people this year to staff 15 new restaurants.

All these companies share an emphasis on the value of the "right" employee.

Hispanic Business 500 By Sector



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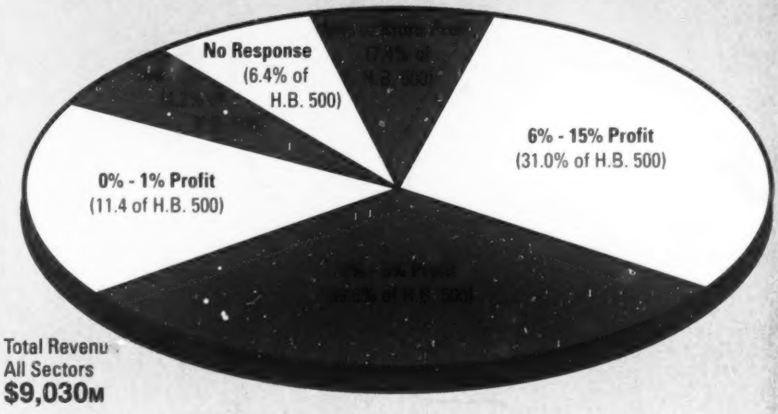

HISPANIC BUSINESS 500 *By Profit Range*

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Drum Reconditioning Company (number 215) used to be known as Rose Cooperage Company. Acme Meat Company Inc. (number 383) was formerly Garcia Food Products. And Sosa, Bromley, Aguilar & Associates (211) was known last year as Sosa & Associates.

Two companies that were in last year's HISPANIC BUSINESS 500, El Chico Corp. and Preferred Homecare of America, are now included in a separate listing of publicly owned companies led by Hispanics. El Chico also changed its name. This 51-year-old Dallas-based company became Southwest Cafes late last year.

And several other companies listed in previous years have been removed because they are now foreign owned. To qualify for the HISPANIC BUSINESS 500 a company must be at least 51 percent owned by Hispanics who are U.S. citizens, and be headquartered in one of the 50 states or Washington, D.C. One of the largest formerly listed companies under foreign ownership is the Gruma Corp. in City of Commerce, California. This manufacturing firm, owned by Mexico's Roberto Gonzalez, had sales of about $190 million last year.

Public Companies Headed By Hispanics

Companies must be at least 51 percent Hispanic owned to be included in the HISPANIC BUSINESS 500. Consequently, the 500 listing is limited to companies that are privately held or traded among a few individuals—no publicly traded companies, even though they may be headed by Hispanics.

This year marks our first listing of publicly owned companies headed by Hispanics. These are companies where either the chief executive or chair of the board is Hispanic. The companies are traded on exchanges such as the New York Stock Exchange (NYSE) or the National Association of Securities Dealers Automated Quotations (NASDAQ).

Company and Trading Symbol	Annual Sales $ Million	Management
The Coca-Cola Company, Atlanta NYSE KO	$10,236.0	Roberto Goizueta, CEO
Coca-Cola Enterprises Inc., Atlanta NYSE CCE	$4,034.0	Brian Dyson, CEO
Southeast Bank, Miami NYSE STB	$1,617.0	Alfonso Fanjul, Jr., Chair
Stanhome Inc., Westfield, Mass. NYSE STH	$675.7	Alejandro Diaz, CEO
Southwest Cafes Inc., Dallas NASDAQ TXMX	$85.3	Gilbert Cuellar, Jr., CEO
Preferred Homecare of America, Miami Lakes, Florida NASDAQ PFRD	$6.5	Carlos Herrera, CEO
Latin Foods Int'l, Los Angeles NASDAQ LATN	$5.9	Angel Santos, Chair, CEO
GB Foods, Anaheim, California NASDAQ GBFC	$5.1	Ruben Rodriquez, Chair
Helix BioCore, Minneapolis NASDAQ HLIX	$0.3	Manuel Villafana, CEO

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Another large U.S.-based Hispanic company under foreign ownership is Miami's Republic National Bank, with revenues of $122 million. Republic is owned by three brothers from Ecuador—Roberto, Estefano, and William Isaias. Also in Miami, the America Publishing Group had 1990 sales of about $110 million. This publisher's principal stockholder is a Spaniard, German Sanchez Ruiperez, who also owns Spain's Grupo Anaya conglomerate.

Other large foreign Hispanic-owned companies that we have identified include Univisa, owned by Mexico's Emilio Azcarraga; several interrelated San Diego companies owned by Aaron Feldman, who is a citizen of Mexico; and Noble y Asociados, an Irvine, California advertising agency owned by Edward Noble, Jr., also a citizen of Mexico.

While HISPANIC BUSINESS makes every effort to include all the largest U.S. Hispanic-owned companies in the 500, some organizations inevitably choose not to disclose the information required for the listing. This ninth annual list is, however, the most complete compilation of such information ever developed.

HISPANIC THE 500 BUSINESS

Rank 1991	Rank 1990	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1990 Sales*
1	1	**Bacardi Imports Inc.**, Miami, FL	Juan Grau	Rum/Wine Import/Dist.	280	1944	$602.09
2	2	**Goya Foods Inc.**, Secaucus, NJ	Joseph A. Unanue	Hispanic Food Mfg./Mktg.	1500	1936	330.00
3	3	**Sedano's Supermarkets**, Miami, FL	Manuel A. Herran	Supermarket Chain	1450	1962	207.00
4	5	**Galeana Van Dyke Dodge**, Warren, MI	Frank Galeana	Automotive Sales & Svc.	269	1969	165.22
5	4	**Handy Andy Supermarkets**, San Antonio, TX	A. Jimmy Jimenez	Supermarket Chain	1700	1983	154.00
6	9	**International Bancshares Corp.**, Laredo, TX	Dennis E. Nixon	Financial Services Institution	300	1966	141.49
7	8	**Ancira Enterprises Inc.**, San Antonio, TX	Ernesto Ancira, Jr.	Automotive Sales & Svc.	270	1983	138.37
8	6	**Pizza Management Inc.**, San Antonio, TX	Arturo G. Torres	Restaurant Chain	4600	1976	133.44
9	10	**Capital Bank**, Miami, FL	Abel Holtz	Financial Services Institution	650	1982	120.01
10	7	**Frank Parra Chevrolet Inc.**, Irving, TX	Tim and Mike Parra	Automotive Sales & Svc.	265	1971	120.00
11	15	**Gaseteria Oil Corp.**, Long Island City, NY	Oscar Porcelli	Gasoline Stations	440	1973	105.00
12	•	**Cal-State Lumber Sales Inc.**, San Diego, CA	Benjamin Acevedo	Wood Product Sales	77	1984	104.01
13	16	**Lloyd A. Wise Inc.**, Oakland, CA	Anthony A. Batarse, Jr.	Automotive Sales & Svc.	191	1914	98.00
14	26	**Precision Trading Corp.**, Miami, FL	Israel Lapciuc	Consumer Electronics	35	1979	95.60
15	14	**Condal Distributors Inc.**, Bronx, NY	Nelson Fernandez	Wholesale Food Dist.	250	1968	95.00
16	28	**TELACU**, Los Angeles, CA	David C. Lizarraga	Economic Development Corp.	630	1968	86.22
17	12	**Northwestern Meat Inc.**, Miami, FL	Elpidio Nunez	Wholesale Beef/Seafood Dist.	118	1961	85.12
18	22	**American International Container**, Miami, FL	Remedios Diaz-Oliver	Glass Container Dist.	172	1976	83.70
19	18	**Mexalloy Int'l Inc.**, Theodore, AL	Enrique Gomez Palacio	Ferroalloys Dist.	9	1984	82.65
20	24	**Eagle Brands Inc.**, Miami, FL	Carlos M. de la Cruz, Sr.	Wholesale Beer Dist.	187	1984	81.80
21	11	**Gus Machado Enterprises Inc.**, Hialeah, FL	Gus Machado	Automotive Sales & Svc.	100	1982	78.48
22	13	**D.J. Sekin & Co.**, Dallas/Ft. Worth Airport, TX	Peter Gibert	Customs Broker/Freight Fwdg.	160	1984	78.00
23	23	**Rosendin Electric Inc.**, San Jose, CA	Raymond J. Rosendin	Electrical Contracting	600	1919	78.00
24	29	**Ruiz Food Products Inc.**, Dinuba, CA	Frederick R. Ruiz	Mexican Food Mfg.	800	1964	70.64
25	19	**H&H Meat Products Co. Inc.**, Mercedes, TX	Liborio Hinojosa	Meat Packing/Dist.	350	1947	67.00
26	35	**Vega Enterprises**, Las Vegas, NV	Rafael E. Vega	Variety Store Products	159	1983	64.02
27	39	**Ramos Oil Co. Inc.**, West Sacramento, CA	William Ramos	Petroleum Products Dist.	120	1952	60.13
28	•	**CareFlorida Inc.**, Miami, FL	Paul L. Cejas	Health Insurance	120	1973	60.00
29	27	**RJO Enterprises Inc.**, Lanham, MD	Richard J. Otero	Government R&D	600	1979	59.71
30	34	**Gator Industries Inc.**, Hialeah, FL	Guillermo Miranda, Jr.	Shoe Mfg.	1200	1969	56.30
31	•	**Wisdom Import Sales Co. Inc.**, Irvine, CA	Manuel Rubiralta	Beverage Importer	64	1933	56.11
32	50	**Pacifica Services Inc.**, Pasadena, CA	Ernest M. Camacho	Engineering Svcs.	750	1979	55.70
33	41	**Refricenter of Miami Inc.**, Miami, FL	Cirilo Hernandez	Air Cond. Supply Svc.	105	1971	54.40
34	•	**Pan American Hospital**, Miami, FL	Carolina Calderin	Hospital	590	1963	53.02
35	32	**Infotec Development Inc.**, Santa Ana, CA	J. Fernando Niebla	High-Tech. Engineering	550	1978	52.16
36	36	**Avanti Press Inc.**, Miami, FL	Joe Arriola	Web Offset Printing	390	1965	51.50
37	40	**AIB Financial Group Inc.**, Miami, FL	Jose M. Alvarez	Financial Services Institution	225	1976	49.96
38	38	**La Reina Inc.**, Los Angeles, CA	Mauro P. Robles, Sr.	Mexican Food Mfg.	500	1958	49.80
39	42	**Business Men's Insurance Corp.**, Miami, FL	Tony M. Sierra	Life/Health Insurance	55	1973	49.76
40	45	**Cacique Inc.**, City of Industry, CA	Gilbert L. de Cardenas	Cheese & Meat Mfg./Dist.	220	1973	47.50
41	37	**Colsa Inc.**, Huntsville, AL	Francisco J. Collazo	Engineering Svcs.	500	1980	46.02
42	43	**World Travel & Incentives Inc.**, Minneapolis, MI	Robert De Lafayette Cox	Travel Service	150	1975	45.53
43	31	**Frederick Chevrolet Cadillac Inc.**, Lebanon, PA	Frederick C. Laurenzo	Automobile Sales & Svc.	93	1984	44.63
44	46	**Mexican Industries in Michigan Inc.**, Detroit, MI	Henry J. Aguirre	Automotive Trim Mfg.	245	1979	42.27
45	33	**Metro Ford Inc.**, Miami, FL	Lombardo Perez	Automobile Sales & Svc.	109	1983	41.39
46	73	**Bared Co. Inc. (The)**, Miami, FL	Jose Bared	Mechanical Contracting	500	1968	40.00
47	•	**Troy Ford**, Troy, MI	Irma B. Elder	Automotive Sales & Svc.	98	1968	39.87
48	48	**Gato Distributors**, Miami, FL	Juan A. Galan, Jr.	Wholesale Beer Dist.	125	1986	39.07
49	58	**Advanced Sciences Inc.**, Albuquerque, NM	Ed L. Romero	Engineering/Environ. R&D	420	1977	38.71
50	71	**Quality Roofing Co. Inc.**, Passaic, NJ	Roger Martin	Roofing Contracting	200	1973	37.10

• Not on 1990 list **In millions of dollars, as of December 31, 1990. Sales figures appear as reported to Hispanic Business by authorized company representatives. Many companies submitted financial statements*

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HISPANIC THE 500 BUSINESS

Rank 1991	Rank 1990	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1990 Sales*
51	64	**J.T. Slocomb Co.**, S. Glastonbury, CT	E. John Gregory	Aircraft Engine Components	395	1981	36.17
52	47	**Mason Distributors Inc.**, Miami, FL	Carlos J. Rodriguez	Vitamins/Healthcare Products	200	1967	35.00
53	30	**Maya Construction Co.**, Tucson, AZ	Roberto C. Ruiz	General Contracting/Engr.	205	1977	33.50
54	55	**Vincam Group (The)**, Miami, FL	Carlos A. Saladrigas	Employee Leasing	2500	1985	32.60
55	57	**Reynoso Bros. Int'l**, City of Industry, CA	Jose Reynoso	Wholesale Mexican Food Dist.	60	1979	32.50
56	51	**1-Day Paint & Body Centers Inc.**, Torrance, CA	Javier R. Uribe	Auto Painting/Bodywork	650	1967	32.15
57	53	**Magnet Industrial Group Inc.**, Milford, CT	John Soto	Aircraft Parts, Computer Disks	250	1970	32.00
58	•	**Alrod International Inc.**, Burlingame, CA	Alberto M. Rodriguez	Customs Broker/Freight Fwdg.	64	1978	31.61
59	•	**TAMSCO**, Calverton, MD	N.R. Innerbichler	Electronics Mfg. & Telecom.	504	1982	31.60
60	77	**National Systems & Research Co.**, Colorado Spgs., CO	Celestino Archuleta	Information Systems/Svcs.	500	1980	31.50
61	59	**La Cena Fine Foods Ltd.**, Saddle Brook, NJ	Vicente P. Puig	Food Import/Dist.	75	1963	30.55
62	62	**Stadium Lincoln-Mercury**, Youngstown, OH	Flor Navarro	Automotive Sales & Svc.	40	1982	30.34
63	52	**Spanish Broadcasting System Inc.**, New York, NY	Raul Alarcon, Jr.	Radio Stations	157	1983	30.10
64	44	**Angel Echevarria Co. Inc.**, Los Angeles, CA	Angel M. Echevarria	Flotation Mattress Mfg.	135	1966	30.00
65	63	**Sanchez-O'Brien Oil & Gas Corp.**, Laredo, TX	A.R. Sanchez, Sr.	Oil/Gas Exploration & Devel.	80	1973	30.00
66	54	**Popular Ford Sales Inc.**, Brooklyn, NY	Harry F. Risso	Automobile Sales & Svc.	65	1980	29.41
67	133	**Solvents & Chemicals/Packaging Svc.**, Pearland, TX	Gabriel Baizan	Solvents/Chemicals Pack. & Dist.	50	1971	29.34
68	68	**Camino Real Chevrolet**, Monterey Park, CA	Mike A. Hernandez	Automobile Sales & Svc.	95	1976	28.71
69	70	**All-State Packing Co. Inc.**, San Antonio, TX	Jesse M. Quiroz	Beef Packing	89	1966	27.86
70	74	**Ninfa's Restaurants Inc.**, Houston, TX	Roland D. Laurenzo	Mexican/Cajun/Italian Restaurants	1300	1973	27.20
71	60	**Best Western Paving Co.**, Walnut, CA	James Ortega	Gen. Engineering/Paving	92	1976	27.10
72	66	**Metro Litho Inc.**, Moonachie, NJ	Manuel de Torres	Lithographic Repro./Printing	120	1964	27.00
73	76	**C&F Foods Inc.**, City of Industry, CA	Manuel G. Fernandez	Dried Beans/Rice/Popcorn Dist.	70	1975	26.89
74	86	**Intercontinental Metals Inc.**, Miami, FL	Antonio Guedes	Aerospace Metals Dist.	42	1978	26.80
75	•	**Martin Buick-Oldsmobile-GMC Truck**, Fenton, MI	A. Martin del Castillo	Automobile Sales & Svc.	79	1987	26.06
76	•	**Microretailing Inc.**, Miami, FL	Francisco Victoria	Microcomputer Svcs.	55	1983	26.00
77	56	**Computer Dynamics Inc.**, Virginia Beach, VA	R. Alan Fuentes	System Integration	450	1979	25.36
78	95	**Candy's Tortilla Factory Inc.**, Pueblo, CO	Anthony Estrada	Tortillas/Tortilla Chip Mfg.	430	1957	25.00
79	93	**Mendez Dairy/Tropical Cheese**, Perth Amboy, NJ	Rafael Mendez	Dairy/Cheese Mfg.	70	1974	25.00
80	80	**Rodriguez Festive Foods Inc.**, Fort Worth, TX	Rudolph Rodriguez, Jr.	Mexican Food Mfg.	400	1965	25.00
81	87	**North Gables Hospital**, Coral Gables, FL	Darrell J. Guillory	Hospital	195	1984	24.92
82	72	**De La Torre Import Inc.**, Miami, FL	Homero R. de la Torre	Shoe Importing	18	1975	24.34
83	79	**F. Gavina & Sons Inc.**, Vernon, CA	Pedro L. Gavina	Specialty Coffee Roasting	100	1967	24.00
84	•	**Erreca's Inc.**, Spring Valley, CA	Charles M. Erreca	Roadwork/Hwy./Bridge Const.	100	1961	23.50
85	90	**Abbott Group Ltd.**, Chicago, IL	Nelson Carlo	Holding Company	220	1978	23.40
86	•	**Marman USA Inc.**, Tampa, FL	Frank G. Cisneros	Chemical Mfg./Dist.	11	1982	23.00
87	81	**Cantu Services Inc.**, Burkburnett, TX	Ricardo M. Cantu	Govt. Food Service Contractor	1041	1981	22.96
88	83	**Paul Young Auto Mall**, Laredo, TX	Paul H. Young, Jr.	Automotive Sales & Svc.	100	1952	22.65
89	82	**Dickshire Distributing**, El Paso, TX	Ramiro Guzman	Wholesale Beer Dist.	100	1988	22.25
90	65	**El Dorado Furniture Corp.**, Miami, FL	Manuel Capo	Retail Home Furnishings	205	1967	22.00
91	•	**Torrado Town Park Chrysler Plym.**, San Antonio, TX	Alberto M. Torrado	Automotive Sales & Svc.	72	1983	21.97
92	115	**Gateway Chevrolet Motor Co.**, La Mirada, CA	Michael A. Padilla	Automotive Sales & Svc.	60	1983	21.60
93	84	**Matlyn-Stofel Foods Inc.**, Brooklyn, NY	Roberto Arguello	Supermarket Chain	180	1982	21.30
94	93	**De Lara Travel Consultants**, Coral Gables, FL	Hector G. de Lara, Jr.	Corporate Travel Agent	46	1974	21.00
95	98	**Graphic Productions Co.**, Miami, FL	Noel Hernandez	Printing/Lithography	150	1974	21.00
96	69	**Malaco Int'l Inc.**, San Francisco, CA	Manuel Llama	Petroleum Products/Chemicals	7	1977	21.00
97	•	**Pacific Van & Storage Co. Inc.**, Torrance, CA	Henry A. Pontes	Moving & Storage	100	1951	21.00
98	88	**S.E.S. Inc.**, West Chicago, IL	Stephen L. Martines	Construction Equip.	70	1968	20.68
99	106	**San Diego Wholesale Electric**, San Diego, CA	Robert S. Zamarripa	Electrical Dist.	50	1983	20.33
100	78	**Sani Serv Inc.**, Indianapolis, IN	Gabriel E. Aguirre	Ice Cream & Yogurt Machine Mfg.	158	1929	20.30

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Rank 1991	Rank 1990	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1990 Sales*
101	100	**Washington Cnsltg. Grp. (The)**, Washington, DC	Armando C. Chapelli, Jr.	Management Consulting	250	1979	20.10
102	•	**Oriental Trading Corporation**, Hialeah Gardens, FL	Luis Arrizurieta	Footwear Imports	55	1961	20.00
103	102	**Evans Food Products Co.**, Chicago, IL	Alejandro Silva	Pork Snack Food Mfg.	150	1948	19.97
104	163	**Comprehensive Technologies Int'l**, Chantilly, VA	Celestino M. Beltran	Software Develop/Systems Integ.	325	1980	19.70
105	95	**Interstate Courier Inc.**, White Plains, NY	Roberto Vilato	Delivery Svc.	272	1976	19.65
106	108	**Spillis Candela & Partners Inc.**, Coral Gables, FL	Hilario F. Candela	Architecture/Engineering	215	1926	19.50
107	•	**Commercial Lumber and Pallet**, City of Industry, CA	Raymond Gutierrez	Pallet & Lumber Mfg.	135	1941	19.00
108	103	**De La Fuente Cadillac Peugeot**, El Cajon, CA	Roque de la Fuente	Automotive Sales & Svc.	42	1980	19.00
109	198	**E.T. LaFORE Inc.**, Denver, CO	E.T. LaFore	General Contracting	40	1977	18.59
110	114	**Kemron Environmental Services Inc.**, McLean, VA	Juan J. Gutierrez	Environmental Consulting	275	1975	18.47
111	85	**Cabo Distributing Co. Inc.**, S. El Monte, CA	Federico Cabo	Beverage Dist.	36	1972	18.40
112	104	**Terrinvest Inc.**, Miami, FL	Alejandro Robles	Contracting	30	1977	18.10
113	•	**Casey Luna Ford & Mercury**, Belen, NM	Casey Luna	Automotive Sales & Svc.	62	1981	17.77
114	113	**Ready State Bank**, Hialeah, FL	Enrique O. Ortiz	Commercial Bank	140	1983	17.74
115	110	**Richard Electric Supply Co. Inc.**, Miami, FL	Julian Fernandez, Jr.	Electrical Wholesaler	61	1962	17.70
116	119	**Estrella Insurance Inc.**, Miami, FL	Nicolas Estrella	Insurance	50	1978	17.54
117	134	**Chaides Construction**, Fremont, CA	Rudy Chaides	General Contracting	85	1962	17.30
118	149	**Development Associates Inc.**, Arlington, VA	Leveo V. Sanchez	Mgmt./Govt. Consulting	100	1969	17.10
119	195	**Sapper Construction Co.**, San Diego, CA	E.H. Sapper	General Contracting	80	1964	17.10
120	•	**SRSA Inc.**, Arlington, VA	Ramon A. Alvarez	Aviation-related Cons. & Training	350	1983	17.09
121	122	**McBride & Associates Inc.**, Albuquerque, NM	Teresa McBride	Computer Products/Svcs.	25	1985	16.96
122	107	**Dynamic Ocean Services Int'l Inc.**, Houston, TX	Alexander G. Arroyos	Customs Broker/Freight Fwdg.	50	1973	16.84
123	193	**XCL Financial Services**, Irvine, CA	Luis A. Torres, Jr.	Insurance & Financial Svcs.	4	1969	16.00
124	•	**Tamiami Automotive Group**, Miami, FL	Carlos Planas	Automotive Parts, Sales & Svc.	63	1989	15.99
125	214	**Plastec U.S.A. Inc.**, Miami, FL	Hector V. Sosa	Plastic/Chemical Sales	9	1985	15.90
126	160	**Union General Insurance Co.**, Miami, FL	Julio E. Marty	Auto Insurance	67	1985	15.89
127	•	**King Taco Restaurants Inc.**, Los Angeles, CA	Raul O. Martinez	Mexican Fast Food	300	1976	15.79
128	•	**Hoffman-Cortes Contracting Co.**, Kansas City, MO	Gary H. Cortes	General Contracting	35	1920	15.60
129	•	**Supreme International Corporation**, Miami, FL	George Feldenkreis	Men's Apparel	30	1961	15.53
130	126	**Gonzalez Design Engineering**, Madison Hts., MI	R.J. Gonzalez	Engineering Consulting	310	1975	15.50
131	135	**Melioul Travel Consultants**, Coral Gables, FL	Sonia Delgado	Travel Management	26	1961	15.50
132	124	**Super Mex Inc.**, Sun Valley, CA	James V. Gonzalez	General Contracting	75	1975	15.25
133	128	**All Modes Transport Inc.**, Elizabeth, NJ	Anthony Ruiz	Transportation/Warehousing/Dist.	95	1983	15.00
134	134	**R.L. Chaides Construction Co. Inc.**, Fremont, CA	Rudy L. Chaides	Concrete Construction	85	1958	15.00
135	120	**World Variety Produce Inc.**, Vernon, CA	Joe V. Hernandez	Wholesale Produce	75	1984	15.00
136	246	**Sun Eagle Corp.**, Chandler, AZ	Martin Alvarez	General Contracting	40	1978	14.91
137	153	**Economy Laundries**, El Paso, TX	J.C. Viramontes	Industrial Laundry	400	1972	14.86
138	•	**Lodi Motors Inc.**, Lodi, CA	S. Robert Zamora	Automotive Sales & Svc.	34	1980	14.84
139	142	**Marsden Reproductions Inc.**, New York, NY	Frank Flores	Printing/Graphics	180	1950	14.80
140	•	**Carfel Inc.**, Miami, FL	George Feldenkreis	Aftermarket Transmission Parts	70	1961	14.78
141	•	**Ora Corporation**, San Diego, CA	Oscar M. Ancira, Jr.	Frozen Mexican Food	175	1984	14.68
142	175	**Phar Med Sales International**, Miami, FL	Carlos M. de Cespedes	Pharmaceutical & Medical Supplies	18	1981	14.64
143	166	**Oscar J. Ortega Ranches**, Thermal, CA	Oscar J. Ortega	Grape/Citrus/Vegetable Grower	1000	1966	14.60
144	•	**Beach Chrysler Plymouth Inc.**, North Miami, FL	Aurelio Rivera	Automotive Sales and Svc.	65	1988	14.59
145	147	**Scion Steel Inc.**, Warren, MI	Carlos E. Hurches	Steel Dist.	45	1984	14.53
146	143	**Robert Arranaga & Co. Inc.**, Los Angeles, CA	Robert C. Arranaga, Sr.	Food Service/Dist.	49	1957	14.50
147	144	**Jay Automotive Specialties Inc.**, Berlin, PA	John A. Sotomayor	Automotive Parts	68	1976	14.26
148	•	**La Villarena Inc.**, Miami, FL	Osvaldo J. Castillo	Meat Products	62	1969	14.20
149	222	**G. Valdes Enterprises Inc.**, Palatine, IL	Gilberto Valdes	Janitorial Svcs.	13	1973	13.70
150	216	**Tramex Travel**, Austin, TX	Juan Portillo	Travel Svcs.	40	1984	13.70

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151	145	**Valverde Construction Inc.**, Whittier, CA	Joe A. Valverde	Underground Utilities Installation	90	1971	13.63
152	132	**Government Micro Resources Inc.**, Chantilly, VA	Humberto Andres Pujals	Microcomputer/Network Systems	37	1981	13.62
153	157	**M/G Electric Co.**, Medley, FL	Manuel Garcia, Jr.	Electric Motor Sales/Svc.	170	1966	13.50
154	202	**South Florida Health Alliance Inc.**, Miami, FL	William A. Baldwin	Medical Supplies	18	1983	13.32
155	140	**Albert H. Halff Assoc. Inc.**, Dallas, TX	Jose I. Novoa	Civil Engineering Consulting	200	1950	13.20
156	132	**Gancedo Lumber Co.**, Miami, FL	Martin Perez	Hardware & Building Material	80	1969	13.00
157	273	**L&M Technologies Inc.**, Albuquerque, NM	A.R. Montoya	Engineering & Tech. Support Svcs.	185	1972	12.91
158	•	**Crossland Construction Co.**, Columbus, KS	Ivan Crossland, Sr.	Commercial Building	80	1977	12.86
159	138	**CMA Inc.**, El Paso, TX	Robert Ortega	Construction Management	40	1983	12.84
160	155	**S.O.S. Office Systems Inc.**, Pinellas Park, FL	Mitchell A. Meana	Office Machines	120	1972	12.80
161	169	**Titan Rubber & Supply Co. Inc.**, San Jose, CA	David M. Rodrigues	Industrial Rubber	32	1976	12.63
162	•	**Best Pak Disposal Inc.**, Houston, TX	Miguel Gonzalez	Waste Hauling	109	1984	12.53
163	•	**T.R. Companies**, Houston, TX	Teresa Rodriguez	Fin./Ins./Comp. Svcs, Emp. Leasing	20	1984	12.50
164	151	**Corro-Flo Engineering Inc.**, Louisville, KY	Guillermo J. Vanegas	Plastic Pipes/Ventilation	96	1972	12.45
165	174	**Securiguard Inc.**, Mclean, VA	Patricia De L. Marvil	Security/Maintenance Svcs.	531	1982	12.40
166	397	**Hernandez Engineering Inc.**, Houston, TX	Miguel A. Hernandez, Jr.	Engineering Svcs.	215	1983	12.27
167	146	**Far West Meats**, Highland, CA	Michael A. Serrato	Wholesale Meat	57	1968	12.10
168	194	**Hugo's Cleaning Service Inc.**, Lisle, IL	Hugo Pascual	Janitorial Svcs.	500	1971	12.01
169	162	**Allstate Specialty Services Inc.**, Long Island City, NY	Rey J. Nieto	Janitorial/Painting	500	1980	12.00
170	184	**Beagle Products Inc.**, Miami, FL	Rafael Puga	Seafood Importing	5	1987	12.00
171	173	**Delma Construction Co. Inc.**, Bronx, NY	Emanuel Ciminello, Jr.	Construction	80	1976	12.00
172	•	**First Capital Advisers Inc. & Affil.**, New York, NY	Gerry Angulo	Money Management	143	1987	12.00
173	181	**Interamerican Trading & Products Co.**, Miami, FL	Claudio A. Feuermann	Frozen Seafood Importing	3	1981	12.00
174	192	**Orange Coast Electric Supply Co.**, Santa Ana, CA	Jim Espinosa	Electrical Supplies Dist.	30	1980	12.00
175	•	**Republic-Lagun Machine Tool Co.**, Carson, CA	Norbert Toubes	Machine Mfg.	70	1969	12.00
176	167	**Chihuahua Inc.**, Fresno, CA	J. Frank Villegas	Mexican Food Mfg.	220	1947	11.97
177	169	**H-R Industries Inc.**, Richardson, TX	Paul R. Dickinson	Printed Circuit Board Mfg.	104	1976	11.94
178	161	**Southern Volkswagen & Olds.**, Waldorf, MD	Agustin F. Otero	Automotive Sales & Svc.	30	1970	11.88
179	126	**Ed Cordero Chevrolet**, Pacifica, CA	James E. Cordero	Automotive Sales & Svc.	35	1952	11.80
180	211	**Rosas Computer Co. Inc.**, Corpus Christi, TX	Leo Rosas	Computer Sales	70	1983	11.70
181	176	**Solares Florida Corp.**, Miami, FL	Alberto E. Solares	Industrial Process Equipment	32	1975	11.49
182	159	**R&R Masonry Inc.**, North Hollywood, CA	Rennie C. Tejeda	Masonry Contracting	100	1963	11.42
183	•	**Ankmar Door Inc.**, Denver, CO	Robert A. Martinez	Garage & Elect. Door Openers	40	1956	11.30
184	82	**Andes Chemical Corp.**, Miami, FL	Fernando Espinosa	Chemicals Dist.	7	1986	11.20
185	213	**AmerInsurance Inc.**, Miami, FL	Ernesto Freyre, Jr.	Insurance	30	1961	11.15
186	177	**Project Advisers Corp.**, Miami, FL	Linda M. Estevez	Const./Property Mgmt.	100	1975	11.00
187	178	**Miramar Electric Supply Co.**, Miami, FL	Hector M. Rivero	Electrical Prod. Dist.	25	1974	10.90
188	•	**Spanish Foods Inc.**, Miami, FL	Zilliam Martinez	Wholesale Canned Foods	41	1986	10.89
189	199	**Bi-State Packaging Inc.**, Milan, IL	Robert Ontiveros	Packaging Machinery & Supplies	30	1974	10.66
190	150	**Cardenas Motors Inc.**, Brownsville, TX	Renato E. Cardenas	Automotive Sales & Svc.	60	1971	10.86
191	166	**Allee Construction Co. Inc.**, Los Angeles, CA	Oscar Bracamonte	General Contracting	49	1973	10.62
192	183	**UniBoring Co. Inc.**, Livonia, MI	Facundo Bravo	Precision Machining	110	1971	10.57
193	201	**Ferrous Metal Processing Inc.**, Brooklyn, OH	Eduardo Gonzalez	Steel Processing	120	1983	10.52
194	230	**Alaniz & Sons Inc.**, Mt. Pleasant, IA	Salvador Alaniz, Sr.	Direct Mail Svcs.	225	1978	10.40
195	186	**Siboney Int'l Corp.**, West Palm Beach, FL	Enrique J. Tomeu	Fertlilizer Blending & Exporting	14	1964	10.39
196	281	**Intra-American Foundation & Drilling**, Phoenix, AZ	Salvador H. Altamirano	Foundation Construction	100	1986	10.37
197	188	**Phoenix Marine Enterprises Inc.**, Hialeah, FL	Francisco J. Piedra	Fiberglass Boat Mfg.	107	1976	10.35
198	229	**Lucero Computer Products**, Idaho Falls, ID	Yvonne R. Lucero	Computer Sales/Svc.	20	1984	10.27
199	212	**South Coast Construction Services Inc.**, Houston, TX	David K. Milam, Sr.	General Contracting	140	1981	10.23
200	204	**La Rosa Del Monte Express Inc.**, Bronx, NY	Hiram Rodriguez	Moving/Shipping/Storage	140	1969	10.10

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201	187	**BEC Construction Corp.**, Miami, FL	Francisco C. Espinosa	General Contracting	42	1971	10.00
202	189	**Casa Herrera Inc.**, Los Angeles, CA	Alfred J. Herrera	Food Processing Equip. Mfg.	0	1954	10.00
203	299	**La Pizza Loca Inc.**, Buena Park, CA	Alex Meruelo	Pizza Restaurants	700	1986	10.00
204	234	**Northbrook Computers Inc.**, Northbrook, IL	Carlos M. Frum	Computer Dealership	30	1980	10.00
205	218	**Saez Refrigeration Inc.**, Miami, FL	Pedro Justo Saez	Air Conditioning/Refrig.	50	1978	10.00
206	261	**Televideo San Diego**, San Diego, CA	Linda B. Stepp	Video/Audio Equip.	25	1976	9.99
207	116	**High Coffee Corp.**, Houston, TX	Antonio Pinero	Coffee Importing	4	1986	9.92
208	157	**Cordova Bolt Inc.**, Buena Park, CA	Moses E. Cordova	Nut/Bolt/Screw Dist.	48	1975	9.82
209	•	**CTI Temporaries Inc.**, New York, NY	Mercy Prieto	Temporary Employment Svc.	2310	1983	9.80
210	279	**Robert Escudero Inc.**, Altadena, CA	Robert Escudero	General Contracting/Asphalt Paving	45	1978	9.70
211	228	**Sosa, Bromley, Aguilar & Assoc.**, San Antonio, TX	Lionel Sosa	Advertising Agency	60	1981	9.70
212	207	**Savala Construction Co. Inc.**, Irvine, CA	Leonard Savala	Underground Construction	45	1951	9.65
213	•	**Fred Burgos Construction Co. Inc.**, Montgomery, AL	Fred Burgos	General Contracting	75	1972	9.60
214	223	**Captree Chemical Corp.**, West Babylon, NY	Ernest P. Gonzalez	Chemical Dist.	30	1977	9.54
215	233	**Consolidated Drum Reconditioning**, Montebello, CA	Joseph Cruz	Steel Drum Reconditioning	115	1952	9.50
216	205	**Metro Beer & Soda Distributors Inc.**, Bronx, NY	Carlos D. Nazario, Jr.	Beverage Dist.	15	1985	9.50
217	250	**Pueblo Broadcasting Corp.**, Houston, TX	J. Adan Trevino	Television Broadcasting	60	1984	9.46
218	180	**Algus Enterprises Inc.** Miami, FL	Gustavo R. Lima	Tires/Tubes Dist.	16	1974	9.40
219	•	**Florida West Agency Inc.**, Miami, FL	Abelardo Betancourt	Airline Cargo Svc.	42	1988	9.34
220	244	**Air Conditioning Systems Inc.**, La Habra, CA	Richard E. Cervantes	A/C Contracting	40	1962	9.30
221	292	**Sound Electric Corp.**, Bronx, NY	Lawrence Rego	Electrical Contracting	85	1981	9.30
222	268	**Touche Mfg. Inc.**, San Jose, CA	Antonio Zertuche	Metal Enclosures Mfg.	130	1972	9.30
223	124	**JCI Environmental Services**, Los Angeles, CA	Julian Carrasco	Hazardous Waste Disposal	42	1969	9.24
224	•	**Bonanza Tire Sales Inc.**, Houston, TX	Rudolf J. Lozano	Tire Sales	45	1976	9.22
225	139	**All City Electrical Supply**, Artesia, CA	Davey L. Johnson	Electrical Dist.	45	1977	9.17
226	208	**Consolidated Steel & Alum. Fence**, Kenilworth, NJ	Paul Cacicedo, Sr.	Fence Installation	45	1958	9.00
227	•	**Roeder Travel**, Cockeysville, MD	Mimi C.R. Vaughan	Travel Svc.	17	1973	9.00
228	•	**ZMG Inc.**, City of Industry, CA	Joe J. Gomez	Food Dist.	10	1979	9.00
229	238	**Arroyo Process Equipment**, Clearwater, FL	Frank Arroyo, Sr.	Pump & Filter Dist.	21	1968	8.88
230	200	**Henry Valencia Inc.**, Espanola, NM	Henry Valencia	Automotive Sales & Svc.	45	1980	8.81
231	•	**Travelmasters Inc.**, Arlington Heights, IL	George Brandes	Corporate Travel Mgmt.	105	1953	8.74
232	224	**City Wide Security Services Inc.**, Brooklyn, NY	Pedro L. Perez, Sr.	Security Systems	300	1972	8.70
233	•	**Lugo Construction Inc.**, Federal Way, WA	Adrian C. Lugo	General Contractor	20	1978	8.70
234	245	**P&E Terminal Co. Inc.**, Wilmington, CA	Elisa J. Aguilera	Bonded Warehouse	82	1978	8.68
235	215	**Scientech Inc.**, Idaho Falls, ID	Larry J. Ybarrondo	Engineering/Mgt. Consulting	136	1983	8.64
236	•	**President Supermarket** , Passaic, NJ	Evelio Cuellar	Retail Grocery	72	1984	8.63
237	225	**Anchor Fence Wholesale of Miami Corp.**, Miami, FL	Oscar Torres	Fence Products	35	1974	8.62
238	309	**Dixie Numerics Inc.**, Lake City, GA	Roderick A. Suarez	Auto Tool Mfg.	100	1961	8.62
239	•	**Valencia Motors**, Santa Fe, NM	Henry Valencia	Automotive Sales & Svc.	40	1990	8.60
240	•	**Solo Enterprise Corp.**, City of Industry, CA	Richard Mugica	Military/Aerospace Machinery Mfg.	92	1966	8.56
241	267	**Southwest Office Systems Inc.**, Ft. Worth, TX	Victor Puente, Sr.	Office Equipment/Supplies	98	1964	8.55
242	236	**Creative Assoc. Int'l. Inc.**, Washington, DC	M. Charito Kruvant	Marketing & Communication Svcs.	85	1979	8.54
243	•	**Wolfberg/Alvarez & Assoc.**, Miami, FL	Julio F. Alvarez	Architecture/Engineering Svcs.	100	1976	8.51
244	197	**McLean Cargo Specialists Inc.**, Humble, TX	Angel F. Jimenez	Int'l Freight Forwarding	65	1920	8.50
245	219	**Sausedo Metal Products Inc.**, San Jose, CA	Robert A. Sausedo	Metal Products Mfg.	104	1971	8.49
246	232	**Home Educ. Livelihood Prog. Inc.**, Albuquerque, NM	Ernest E. Ortega	Social Services	110	1965	8.46
247	300	**Apollo Design Services Inc.**, Haverhill, MA	Mel Velez	Contract Technical Supplies	170	1983	8.40
248	226	**Quality Printed Circuits Corp.**, Phoenix, AZ	Robert L. Gonzalez	Circuit Board Mfg.	130	1974	8.29
249	•	**Mercedes Lighting & Electrical Supp**, Miami, FL	Jose Perez	Wholesale Electrical Supplies	22	1979	8.26
250	209	**Lopez Travel Assoc.**, San Diego, CA	Frank J. Costa	Travel Svcs.	32	1972	8.25

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251	196	**Computer Resource Management Inc.**, Herndon, VA	Ervin E. Torrez	Computer Software Svcs.	170	1978	8.21
252	172	**Corella Electric Inc.**, Phoenix, AZ	John Chavez	Corella Electrical Contracting	60	1976	8.20
253	287	**Arcom Electronics Inc.**, San Jose, CA	Armando Garcia	Data Com. Hardware Dist.	25	1985	8.15
254	153	**Martin Metal Finishing Inc.**, Lynwood, CA	Pete Martin	Architectural Finishing	200	1965	8.13
255	•	**Vimari Corp.**, Miami, FL	Orlando L. Bajos	Perfume/Cosmetic Dist.	20	1980	8.04
256	260	**Miranda Associates Inc.**, Washington, DC	Lourdes Miranda	Information Management Svcs.	45	1975	8.01
257	322	**Borbon Inc.**, Buena Park, CA	David Morales	Painting/Wall Covering	65	1976	8.00
258	237	**Pressure Systems Inc.**, Hampton, VA	Douglas B. Juanarena	Pressure Measurement Instrs. Mfg.	85	1977	7.98
259	264	**Hurlen Corp.**, Santa Fe Springs, CA	I. Jay Hurtado	Metal Service Center	30	1981	7.97
260	•	**Ameritrans Cargo Brokers Inc.**, Miami, FL	Luz D. Estrada	Customs Broker/Freight Fwdg.	15	1980	7.90
261	185	**Salazar Construction Inc.**, Corpus Christi, TX	I.C. Salazar	General Contracting	60	1960	7.85
262	346	**Advanced Data Concepts Inc.**, Portland, OR	Frank E. Rivera	Computer Software Sys. Eng.	315	1978	7.84
263	235	**Chem-Tech Systems Inc.**, Los Angeles, CA	Connie M. Carrasco	Hazardous Waste Mgmt .& Trtmt.	45	1980	7.64
264	262	**J.G. Torres Concrete Constr.**, Mountain View, CA	Jess G. Torres	Concrete Construction	143	1955	7.60
265	284	**Technical Telephone Systems Inc.**, Staten Island, NY	George Cruzado	Telecom. Systems Sales/Svc.	70	1980	7.60
266	241	**Campos Construction Co.**, Omaha, NE	Robert Campos	General Contracting	40	1977	7.52
267	251	**Ernie Sandoval Enterprises Inc.**, Oceanside, CA	Ernie Sandoval	Restaurant Chain	200	1983	7.50
268	242	**Independent Forge Co. Inc.**, Orange, CA	Rosemary J. Ruiz	Aluminum Forging	80	1975	7.50
269	243	**RMT Landscape Contractors**, San Leandro, CA	Rick DeHerrera	Landscape Contracting	80	1977	7.50
270	252	**P&A Inc.**, Farmington, NM	Isaac F. Padilla	Oil & Gas Processing Equip.	65	1970	7.46
271	248	**Surface Preparation & Coating Ent.**, Baton Rouge, LA	Luis J. Gonzalez	General Contracting	100	1977	7.41
272	254	**JJJ Floor Covering Inc.**, Pico Rivera, CA	Jose Gutierrez	Carpet/Floor Covering	40	1964	7.30
273	275	**Rivasal International**, Cincinnati, OH	Luis O. Riva Saleta	Int'l Marketing	3	1982	7.25
274	164	**AMPAC**, Rancho Cucamonga, CA	Alvaro Bea	Concrete Pipe Mfg.	60	1965	7.23
275	109	**Ocean Dodge Inc.**, Oakhurst, NJ	Tony Gomez	Automotive Sales & Svc.	25	1975	7.23
276	249	**Millhorn Chemical & Supply Co.**, Maywood, CA	Ralph Marrujo	Chemical Dist.	23	1954	7.20
277	247	**G.S.E. Construction Co. Inc.**, Livermore, CA	Orlando Gutierrez	General Contracting	35	1980	7.12
278	•	**Victory Wholesale Tobacco Distr. Inc.**, Brooklyn, NY	Jorge C. Rios	Wholesale Groceries/Candy/Cig.	8	1981	7.03
279	324	**Cordoba Corp.**, Los Angeles, CA	George L. Pla	Syst. Devel., Urban & Reg. Plng.	103	1983	7.00
280	472	**MTC Tours Inc.**, Coral Gables, FL	Ramon Alvarez	Travel Svcs.	9	1986	7.00
281	•	**Nemesis Distributor Inc.**, Miami, FL	Yolanda Rodriguez	Office Equipment	16	1986	7.00
282	270	**San Antonio Press Inc.**, San Antonio, TX	Jose H. Medellin	Printing	80	1975	6.96
283	258	**Everglades Steel Corp.**, Miami, FL	Orlando A. Gomez	Steel Dist.	19	1974	6.95
284	•	**Lee Builders Inc.**, Hagerstown, MD	Patrick R. Grunberg	General Contracting	36	1977	6.91
285	•	**Celestial Travel Inc.**, Leesburg, FL	Manny J. Rojas	Travel Svcs.	21	1981	6.80
286	•	**Matrix Exhibits Inc.**, Brentwood, TN	Louis F. Tapia	Exhibit & Display Design	87	1986	6.80
287	310	**Diaz Wholesale & Mfg. Co. Inc.**, Atlanta, GA	Rene M. Diaz	Food Svc./Dist.	30	1980	6.79
288	•	**Aztec Manufacturing Corp.**, Romulus, MI	Francis P. Lopez	Automotive Precision Machining	44	1983	6.76
289	239	**Arbor Tree Surgery**, Paso Robles, CA	Steven G. Alvarez	Tree Trimming/Removal	300	1960	6.68
290	•	**Chavez Enterprises**, Corona, CA	Arthur L. Chavez	Construction	45	1983	6.60
291	274	**Main Line Foto Inc.**, Conshohocken, PA	Carlos M. Roca	Photographic Product Sales	14	1983	6.60
292	263	**Torres Electrical Supply Co. Inc.**, Stuart, FL	Oscar L. Torres, Sr.	Electrical Equip./Supplies	13	1971	6.54
293	308	**CSR Construction Corp.**, Nutley, NJ	Francisco J. Salas	Architectural Svcs.	30	1982	6.50
294	•	**ProServe Corp.**, Denver, CO	Joseph M. Aragon	Food Svc.	450	1984	6.48
295	294	**Original Impressions Inc.**, Miami, FL	Roland B. Garcia	Graphics/Printing	100	1982	6.44
296	320	**Cisco Electrical Supply Company**, Columbus, OH	Francisco J. Muguruza	Electrical Dist.	9	1978	6.38
297	315	**Ram Enterprises Inc.**, Valencia, CA	Marline Monstein	Electronic Cable Mfg.	13	1985	6.34
298	304	**Reed Candle Co.**, San Antonio, TX	Peter N. Reed	Candle Mfg.	75	1937	6.30
299	355	**TAG Electric Co.**, Houston, TX	Thomas A. Gonzales	Electrical Contracting	100	1986	6.22
300	335	**Vasallo Construction Inc.**, Miami, FL	Pedro E. Vasallo	General Contracting	15	1973	6.20

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301	318	**U.S. Guards Co. Inc.**, Los Angeles, CA	Ernest A. Padilla	Security Guard Svc.	400	1962	**6.19**
302	•	**South Valley Auto Plaza**, King City, CA	Vince Lopez	Automotive Sales & Svc.	19	1987	**6.16**
303	265	**North American Trade Corp.**, Houston, TX	Jorge Guiloff	Export/Import Dist.	12	1984	**6.15**
304	286	**Texas Beauty Distributors**, Houston, TX	Ted A. Gutierrez	Beauty Products Dist.	62	1979	**6.15**
305	367	**Power Energy Industries**, Carson, CA	Ernest R. Schoop	Electrical Equipment Mfg.	60	1980	**6.13**
306	378	**Deneba Systems Inc.**, Miami, FL	Manuel E. Menendez	Microcomputer Software Mfg.	42	1986	**6.12**
307	406	**Hartec Enterprises Inc.**, El Paso, TX	J. Anthony Ruiz	Ground Support Equip.	35	1978	**6.05**
308	257	**Electrical Power Products Inc.**, Santa Clara, CA	Peter J. Aguilar	Electrical Power Dist. Equip. Mfg.	47	1975	**6.00**
309	259	**Hollywood Travel Inc.**, Hollywood, FL	Henry Yaniz	Travel Svcs.	25	1962	**6.00**
310	290	**Super Brite Screw Corp.**, Hialeah, FL	Felix Infiesta	Bolts/Nuts/Screws Dist.	60	1977	**6.00**
311	331	**Thermionics Laboratory Inc.**, Hayward, CA	John J. Trujillo	Ultra/High Vacuum Products Mfg.	65	1961	**6.00**
312	295	**Centinel Bank of Taos**, Taos, NM	Martin E. Romero	Commercial Bank	56	1969	**5.94**
313	•	**Hernandez Electric Inc.**, Phoenix, AZ	Augustin Hernandez	Electrical Contracting	120	1975	**5.90**
314	307	**Intercontinental Marble Corp.**, Miami, FL	Gerardo Diaz	Granite/Marble Products	8	1963	**5.90**
315	266	**Castro-Blanco Piscioneri & Assoc.**, New York, NY	David Castro-Blanco	Arch. Svcs./Space Plan./Int. Design	70	1965	**5.89**
316	•	**Rubio's Restaurant Inc**, San Diego, CA	Ralph Rubio	Fast Food Mexican Restaurant	200	1983	**5.87**
317	240	**Valco Construction Co. Inc.**, Glendale, AZ	Rafael L. Valenzuela	General Contracting	12	1974	**5.85**
318	314	**Future Packaging Inc.**, Santa Clara, CA	Rufino A. Vega	Packing/Crating Service	85	1973	**5.80**
319	289	**Paramount Inc.**, Cleveland, OH	Edward J. Alvarez	Employment Service	275	1968	**5.80**
320	296	**Roses Southwest Papers Inc.**, Albuquerque, NM	Roberto E. Espat	Paper Mfg.	30	1984	**5.80**
321	340	**Agromex Inc.**, Theodore, AL	Enrique Gomez Palacio	Agricultural Feed & Fertilizer	3	1986	**5.77**
322	345	**Offshore Traders Inc.**, Miami, FL	Robert G. Weller	Indust. Machinery/Supplies	9	1960	**5.76**
323	319	**Techniserv Data Systems Inc.**, Teaneck, NJ	Lutfi G. Mansoor	Data Processing Equip.	20	1971	**5.72**
324	293	**Losada Truck & Equipment Inc.**, Miami, FL	Jorge Losada	Truck Sales & Svcs.	8	1967	**5.71**
325	303	**Glasco Industries Inc.**, Miami, FL	Jesus M. Martinez	Glass Dist.	39	1977	**5.70**
326	•	**S. Salomon Pipeline Construction**, Bakersfield, CA	Servin Salomon	Pipeline/Sewer Construction	30	1959	5.70
327	305	**Tamez-Thomas Inc.**, Houston, TX	George Tamez	Masonry Contracting	110	1985	5.70
328	313	**A&R Janitorial Service Inc.**, Cicero, IL	Angelo Velasquez	Custodial Cleaning Svcs.	520	1967	5.60
329	•	**Field Lining Services Inc.**, Phoenix, AZ	Phillip V. Ramos	Environmental Containment	70	1983	5.60
330	353	**META Inc.**, Miami, FL	Maria Elena Torano	Computer& Environ. Mgmt. Svcs.	75	1980	5.60
331	•	**Valdez Office Environments**, Phoenix, AZ	Ted Valdez, Sr.	Office Systems/Furniture	25	1988	**5.60**
332	280	**Raymor Electric Co. Inc.**, Baldwin Park, CA	Raymond C. Morales	Electrical Contracting	0	1978	**5.50**
333	297	**Armadillo Construction Co. Inc.**, Laredo, TX	Robert P. Gutierrez	General Contracting	14	1973	**5.44**
334	403	**Salas Concessions Inc.**, Nashville, TN	Max E. Salas	Food Svcs.	350	1980	**5.40**
335	317	**Shifa Services Inc.**, Hackensack, NJ	Jorge A. Haedo	Janitorial/Landscaping Svcs.	180	1980	**5.38**
336	339	**Ortiz Bros. Insulation Inc.**, Baytown, TX	Tino Ortiz	Insulation Contracting	100	1980	5.35
337	•	**Ralph E. Hernandez Trucking Inc.**, Chino Hills, CA	Virginia M. Hernandez	Dump Truck Carrier	11	1955	5.35
338	439	**Del Toro Landscaping Inc.**, Palatine, IL	Raul Del Toro	Landscaping	80	1989	5.27
339	•	**A&C Stationers Inc.**, Miami, FL	Ramon Aguero	Office Supplies	44	1971	5.25
340	329	**Los Ranchos Restaurant Inc.**, Miami, FL	Juan Wong, Jr.	Steakhouse Restaurant	160	1981	5.25
341	277	**Del Rey Chemical Inc.**, Alvin, TX	George S. Hernandez	Chemical Dist.	9	1978	**5.23**
342	333	**La Salle Trucking Co.**, Chula Vista, CA	John Rondall La Salle	Transportation	37	1933	**5.23**
343	•	**Landavazo Bros. Inc.**, Hayward, CA	George Landavazo	Concrete Contracting	50	1958	**5.17**
344	370	**Cave Imaging Systems Inc.**, Santa Clara, CA	Eduardo Cabrera	Security Svcs.	150	1986	**5.07**
345	321	**Ruiz Mexican Foods Inc.**, Ontario, CA	Edward F. Ruiz, Sr.	Mexican Food Mfg.	95	1980	**5.05**
346	423	**Alman Electric Inc.**, Mesquite, TX	Joe Alcantar	Electrical Contracting	57	1979	**5.03**
347	301	**Electrical Contractors of California**, El Segundo, CA	John Razonable	Electrical Contracting	40	1978	**5.00**
348	326	**El Rey Sausage Co. Inc.**, Vernon, CA	Laura Balverde-Sanchez	Sausage Mfg.	50	1983	**5.00**
349	302	**Gilram Supply Inc.**, Houston, TX	Sigrid R. Terc	Elect. Components Exporting	15	1979	**5.00**
350	426	**Greenbar Corp.**, Thornton, CO	Gary Solis	Computer Sales/Svc.	10	1984	**5.00**

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1991	1990						
351	407	**La Tortilla Factory Inc.**, Santa Rosa, CA	Carlos T. Tamayo	Mexican Food Mfg.	65	1977	5.00
352	•	**Monti Moving & Storage Inc.**, Brooklyn, NY	Montiano Ascanio, Sr.	Moving/Storage	45	1961	5.00
353	435	**TEX MEX Transportation Inc.**, Franksville, WI	Oscar Ibarra	Trucking Svcs.	20	1972	5.00
354	•	**Chicago United Industries Ltd.**, Chicago, IL	George Loera	Municipal Contract Consulting	4	1986	4.99
355	298	**Textile Machines Imp. Exp. Co. Inc.**, Roebuck, SC	Victor LeBron	Textile Machine Sales	25	1978	4.93
356	352	**Cardenas/Fernandez & Assoc.**, Chicago, IL	Henry Cardenas	Special Events Production/Mktg.	12	1986	4.89
357	369	**Tejas Office Products Inc.**, Houston, TX	Lupe Fraga	Office Supplies	24	1962	4.89
358	354	**North Shore & Central Illinois Freight**, Forest View, IL	David P. Hernandez	Trucking Svcs.	57	1930	4.85
359	375	**A/S/K Assoc. Inc.**, Lawrence, KS	Kenneth Martinez	Computers	207	1979	4.83
360	402	**Valor Financial Group**, Miami, FL	Jack Valor	Insurance	136	1976	4.83
361	210	**Alamex Inc.**, Theodore, AL	Enrique Gomez Palacio	Warehouse & Marine Terminal	13	1982	4.81
362	480	**Asociacion Legal Latinoamericana**, Beverly Hills, CA	Louis F. Vargas	Management Consulting/Advertising	5	1988	4.75
363	311	**Ranon & Jimenez Inc.**, Tampa, FL	Jose A. Ranon	General Contracting	25	1930	4.75
364	476	**Jesse Fence Co. Inc.**, Houston, TX	Jorge L. Casimiro	Fence Mfg.	81	1983	4.74
365	342	**Modern Sanitation Systems Inc.**, East Orange, NJ	Sergio Benvenuto, Sr.	Janitorial Svc.	250	1979	4.72
366	366	**J.R. Food Service**, Chino, CA	Richard Duran	Food Services	25	1963	4.68
367	•	**Unalite Electric & Lighting Corp.**, Long Island City, NY	Israel Bulbank	Lighting & Electrical Sales	90	1976	4.68
368	373	**Beam Radio Inc.**, Miami, FL	Manuel A. Alvarez, Sr.	Two-Way Radio Sales	13	1976	4.50
369	•	**Dumont Electric**, Sparta, NJ	John Irizarry	Electrical Supplies	5	1983	4.50
370	399	**Eagle Transportation & Warehousing**, Miami, FL	Raul Pedraza	Transportation/Warehousing	90	1982	4.50
371	•	**HJ Ford Associates Inc.**, Arlington, VA	Jorge Aldulin	High Tech Engineering Systems	61	1981	4.50
372	389	**Russ Pitney Earthmoving Co. Inc.**, Albuquerque, NM	Ernest Blair	Earth Moving	30	1964	4.50
373	271	**Pre-Con Products Ltd.**, Simi Valley, CA	David Zarraonandia	Precast Concrete Products	47	1963	4.50
374	•	**W.G. Valenzuela Drywall Inc.**, Tucson, AZ	William G. Valenzuela	Drywall, Studs, Partitions, Paint	130	1979	4.47
375	283	**Nelson Maintenance Services Inc.**, Yonkers, NY	Nelson Gisbert	Janitorial Svcs.	300	1976	4.45
376	282	**OCS Transports Inc.**, Houston, TX	George Ortiz	Trucking Svcs.	68	1988	4.45
377	•	**Rio Grande Motors Inc.**, Rio Grande City, TX	Marco A. Garza	Automotive Sales & Svc.	14	1970	4.43
378	•	**Jose Garcia Construction**, Denver, CO	Jose Garcia	General Contracting	30	1978	4.41
379	344	**Deupi & Assoc. Inc.**, Washington, DC	Carlos Deupi	Architecture/Int. Design	48	1968	4.40
380	499	**David Montoya Construction Inc.**, Albuquerque, NM	David Montoya	Concrete Svcs.	40	1982	4.35
381	401	**Farma International**, Miami, FL	George O. Medina	Pharmaceutical/Chem. Exporting	13	1966	4.35
382	358	**Valdez Transfer Inc.**, Phoenix, AZ	Ted Valdez, Sr.	Moving/Hauling	85	1957	4.35
383	418	**Acme Meat Co. Inc.**, San Antonio, TX	Andrew E. Garcia, Sr.	Mexican Food Mfg.	40	1965	4.34
384	•	**F&L Construction Inc.**, Miami, FL	Julio G. Batista	Construction	35	1975	4.30
385	•	**Morrison's Inc.**, Fabens, TX	Sonny Chavez	Retail Farm Equipment	25	1971	4.30
386	404	**Orion Int'l Technologies Inc.**, Albuquerque, NM	Miguel Rios, Jr.	Engr./Scientific Svcs.	55	1984	4.29
387	•	**Production Products Mfg. & Sales Inc.**, St.Louis, MO	Barry N. Corona	Diverse Mfg. & Sales	78	1976	4.26
388	•	**Q.I.V. Systems Inc.**, San Antonio, TX	Robert A. Briones	Computer Programming	25	1988	4.25
389	416	**Alto Systems Inc.**, La Mirada, CA	Alfred R. Garcia	Warehouse/Dist.	75	1983	4.22
390	372	**Balado National Tires Inc.**, Miami, FL	Manuel Balado	Retail Tires	22	1962	4.22
391	•	**South Florida Insurance Underwriter**, Miami, FL	Julio Mederos	Insurance Sales	9	1967	4.20
392	400	**J.R. Inc.**, Converse, TX	Jesse Rodriguez	Educational & Office Furn. Dist.	9	1978	4.17
393	500	**Amigos Canning Co.**, San Antonio, TX	R.E. Velasco, Jr.	Mexican Food Mfg.	40	1925	4.16
394	409	**Supreme Gear Co.**, Roseville, MI	Charles F. Diez	Precision Gears	50	1980	4.15
395	•	**Mazal Fuel Co. Inc.**, Bridgeport, CT	Ralph A. Mazal	Gasolines, Diesel , Jet Fuels	6	1976	4.14
396	392	**AVG Inc.**, Valencia, CA	Alvaro J. Villa	Robotics Equipment	75	1978	4.11
397	377	**Certified Fasteners Inc.**, Santa Fe Springs, CA	Louis A. Frias	Nuts/Bolts/Screws Dist.	16	1969	4.10
398	379	**E.A. Mendoza Contracting Inc.**, Cerritos, CA	Ernest A. Mendoza	Road Paving/Grading	25	1979	4.10
399	•	**International Creative Data Indust.**, Bethel, CT	Jack Villodas	Electrical Data Contract Mfg.	37	1975	4.10
400	387	**Tampa Brass & Aluminum Corp.**, Tampa, FL	Sam S. Leto, Jr.	Brass/Alum. Products Mfg.	100	1957	4.10

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401	•	**Barrientos & Associates Inc.**, Madison, WI	Julian Barrientos	Engr./Architectural Consulting	70	1964	4.08
402	445	**Arango Construction Co.**, Bothell, WA	Jack Arango	General Contracting	15	1973	4.04
403	357	**Pete Gallegos Paving**, Laredo, TX	Pete Gallegos	Paving/Concrete Work	105	1976	4.00
404	419	**Pronto Post Inc.**, Hialeah, FL	J. Michael Vazquez	Direct Mail Svcs.	50	1981	4.00
405	•	**Public Inc.**, Buena Park, CA	Anna Aguiar	Trucking/Warehousing	20	1981	4.00
406	430	**El Paso-Fairview Foods Inc.**, El Paso, TX	Adalberto M. Garcia	Egg Dist.	12	1965	3.97
407	•	**Ferco Tech Corporation**, Franklin, OH	Guillermo G. Fernandez	Aircraft Engine Parts	75	1984	3.97
408	306	**Aztec Plastics Corp.**, Mt. Clemens, MI	Edward M. Raquel	Automotive Plastic Products	60	1979	3.96
409	•	**Losoya Concrete & Asphalt**, Woodland, CA	Jack Losoya	Concrete Construction/Sales	6	1981	3.96
410	410	**Continental Binder & Specialty Corp.**, Gardena, CA	Andrew H. Lisardi	Custom Vinyl Product Mfg.	70	1979	3.95
411	388	**Mirta De Perales Inc.**, Miami, FL	Mirta de Perales	Hair Care Products & Mail Order	18	1963	3.95
412	363	**Editorial Cernuda Inc.**, Miami, FL	Ramon Cernuda	English Courses	30	1977	3.92
413	•	**G&L Holdings**, Elk Grove, IL	Joseph W. Gayton	Industrial Name Plates	60	1975	3.90
414	493	**ITC Personnel Services**, Houston, TX	Diva Garza	Personnel Svcs.	6	1985	3.90
415	•	**Omni Metal Finishing Inc.**, Fountain Valley, CA	Victor M. Salazar	Metal Finishing Military/Comm.	99	1980	3.89
416	467	**Vinyl Technology Inc.**, S. El Monte, CA	Carlos A. Mollura	Plastic Film Fabrication	120	1981	3.87
417	465	**Service Electric Co. Inc.**, Albuquerque, NM	Sam Alderete	Electrical Contracting	55	1971	3.82
418	•	**International Trading & Engineering**, Miami, FL	Pablo J. Mila	High-Tech Equipment for Utilities	8	1961	3.80
419	368	**Telesound Systems Corp.**, Miami, FL	Peter E. Padron	Telecom. Products/Svcs.	32	1975	3.80
420	347	**Alamo Technology Inc.**, San Antonio, TX	Doroteo Chavarria	Electronic Engineering/Mfg.	60	1981	3.79
421	349	**Pan American Frozen Foods Inc.**, Miami, FL	Lazaro Munarriz	Frozen Foods Dist.	9	1972	3.79
422	461	**G.P. Transport Inc.**, Gregory, TX	Ernest V. Solis	Sand/Gravel Hauling	50	1980	3.77
423	394	**Siboney Advertising**, New York, NY	Jose M. Cubas	Advertising Agency	40	1981	3.76
424	422	**Milam & Co. Painting Inc.**, Houston, TX	David K. Milam, Sr.	Painting	60	1971	3.75
425	391	**Orso Superior Enterprises Corp.**, Key Biscayne, FL	James A. Ortiz	Int'l Sales, Refrigeration & A/C	5	1979	3.75
426	291	**Heavy Truck Service Inc.**, Miami, FL	Rafael R. Perez	Trucking Svcs.	27	1969	3.71
427	415	**El Indio Shops Inc.**, San Diego, CA	Ralph R. Pesqueira	Mexican Restaurants	90	1940	3.70
428	413	**National Communications Inc.**, Miami, FL	Robert J. Rodriguez	Sales Promotions	27	1983	3.69
429	386	**Signet Paper Co.**, Los Angeles, CA	Ignacia Mejia	Printing, Paper Mfg.	14	1967	3.65
430	452	**Mark Metals Inc.**, City of Industry, CA	Mark A. Valle	Metals Dist.	15	1980	3.60
431	408	**Peppers Unlimited Inc.**, City of Industry, CA	Gilbert M. Medina	Mexican Food Mfg.	10	1985	3.60
432	417	**Western Radio Electronics**, San Diego, CA	Ruben Rosental	Electronic Parts & Components	23	1932	3.60
433	•	**J.G. Salas & Sons Inc.**, Union Beach, NJ	J. Gustavo Salas	Electrical Installations	24	1965	3.50
434	453	**Nick Mendoza Productions**, Burbank, CA	Nicolas Mendoza	TV Commercial Production	10	1984	3.50
435	383	**Olsen & Guerra Lumber Co.**, Houston, TX	Jose O. Guerra, Sr.	Building Materials Supply	21	1956	3.50
436	•	**O'Neall Specialty Co.**, McAllen, TX	Ruben C. Garza, Sr.	Wholesale Candy & School Supply	21	1930	3.50
437	•	**Stature Construction Inc.**, Houston, TX	Luis Casimiro	General Contracting	5	1989	3.47
438	•	**Two Flags Wholesale**, Anaheim, CA	Lucio L. Cabrera, Sr.	Food Dist.	9	1983	3.40
439	437	**Villarreal Electric Co. Inc.**, Laredo, TX	Raul Villarreal, Sr.	Electrical Supply	19	1959	3.40
440	•	**Lupe's Inc.**, Longview, TX	Lupe Mancha	Mexican Restaurant	156	1981	3.36
441	431	**Bryce W. Parker Inc.**, S. El Monte, CA	Robert Reyes	Service Station Construction	25	1952	3.31
442	384	**Orange County Name Plate Co.**, Santa Fe Springs, CA	Elias Rodriguez	Name Plate Mfg.	93	1965	3.29
443	385	**Personnel Contractors Inc.**, Minneapolis, MN	Fernandez de Leon	Temporary Personnel Svc.	4177	1974	3.29
444	494	**Perdomo Roofing & Tile Inc.**, Miami, FL	Raimundo Perdomo	Roofing Contracting	50	1983	3.28
445	427	**Dade Steel Sales Corp.**, Miami, FL	Luis M. Garcia	Steel Dist.	13	1979	3.25
446	458	**Jason Int'l Optical Inc.**, Elizabeth, NJ	Victor O. Suarez	Eyeglass Frames	10	1983	3.25
447	420	**Telexport Inc.**, Hialeah, FL	Danilo Alonso	Electronics Import/Mfg./Dist.	18	1964	3.25
448	376	**Carabie Corp.**, Mt. Vernon, NY	Ernest Sanchez	Sandblasting & Painting	45	1976	3.24
449	446	**Parts Overseas Corp.**, Miami, FL	Francisco Fernandez	Automotive Parts Exporting	8	1986	3.22
450	•	**T.A.V.A. Investment Consultants Inc.**, La Jolla, CA	Heidi Herrera Hahn	Investment Consulting	5	1989	3.21

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HISPANIC THE 500 BUSINESS

Rank 1991	Rank 1990	Company and Location	Chief Executive	Type of Business	Number of Employees	Year Started	1990 Sales*
451	•	**Bakersfield Concrete & Construction**, Bakersfield, CA	Charles Franco, Sr.	Concrete Pouring	40	1968	3.20
452	381	**Florida Desk Inc.**, Oviedo, FL	Tem Suarez	Office Furniture	40	1979	3.20
453	•	**Mace Electric Company**, Baltimore, MD	Richard J. Colon	Elect. Construction & Design	60	1954	3.20
454	•	**Summit Construction Inc.**, West Monroe, LA	Manuel Canales	General Contracting	30	1975	3.20
455	434	**Temp-Seal Inc.**, Compton, CA	Ralph N. Barba	Refrigeration	35	1960	3.20
456	479	**United Seal & Rubber Co. Inc.**, Atlanta, GA	Virgil Alonso	Rubber/Seal Product Mfg.	20	1974	3.20
457	•	**Castillo Company Inc.**, Phoenix, AZ	Eduardo A. Castillo	Corporate Real Estate Consulting	40	1977	3.19
458	•	**Allstate Air Conditioning Inc.**, S. El Monte, CA	Oscar Lopez	Air Conditioning	20	1985	3.16
459	•	**El Monte Tile Company**, El Monte, CA	Joseph Renteria	Wholesale/Retail Tile Dist.	20	1955	3.15
460	440	**D.V. Gonzalez Electric & General Co.**, Rochester, NY	Dale V. Gonzalez	Electrical & General Contracting	60	1980	3.11
461	428	**J&S Electric Co. Inc.**, Albuquerque, NM	Joseph A. Solis	Electrical Contracting	30	1977	3.11
462	•	**Action Business Solutions**, Ontario, CA	Silvia S. Flores	Employment Svc.	15	1989	3.10
463	484	**Corporate Colour Printing Inc.**, Baldwin Park, CA	Laura D. Crittendon	Printing	15	1983	3.10
464	328	**Jackie O's Inc.**, Coral Gables, FL	Juan Delgado	Burger King Franchises	175	1981	3.10
465	•	**Maspons Goicouria Estevez**, Coral Gables, FL	Peter Goicouria	Architecture & Interior Design	26	1982	3.10
466	•	**Cardic Inc.**, El Paso, TX	Rita W. Divis	Travel Agency	12	1977	3.09
467	•	**Coltex Inc.**, Clover, SC	German De Castro	Used Textile Machinery Sales	15	1973	3.07
468	•	**Uniglobe Advance Travel**, Denver, CO	Ramona Martinez	Travel Service	10	1986	3.07
469	390	**Craftsmen Corp.**, Smithtown, NY	Alejandro Salas	Integrated Logistics, Software Devel.	46	1977	3.02
470	393	**M&M Automated Services Corp.**, Amherst, NH	Marlene M. Monnar	Computer Supplies	6	1982	3.02
471	•	**AB Transfer Inc.**, Pomona, CA	Armando Bernal, Jr.	Transport Retail Goods	55	1957	3.00
472	•	**Apex Investigation & Security Inc.**, New York, NY	Ramon Rodriguez	Investigation/Security Svcs.	185	1972	3.00
473	457	**Bayou State Security Services Inc.**, New Orleans, LA	James B. Perez	Security Guard Svcs.	215	1975	3.00
474	444	**Biomedical International Corp.**, Miami, FL	Juan R. Borges	Medical/Lab. Products Dist.	9	1982	3.00
475	477	**Black Oxide Industries Inc.**, Anaheim, CA	Edward Mata	Metal Finishing	35	1974	3.00
476	492	**Court Courier Systems Inc.**, Kenilworth, NJ	Juan E. Camandona	Delivery Svcs.	89	1978	3.00
477	•	**HomeCare Medical Assoc. Inc.**, Ft. Lauderdale, FL	J. Jay Gumerrez	Homecare Medical Equipment	27	1980	3.00
478	450	**Kenig Forge Inc.**, Etiwanda, CA	I. Jay Hurtado	Metal Forging	22	1982	3.00
479	371	**Protec Inc.**, Miami, FL	Alfredo Sotolongo	A/C Product Supplies	20	1971	3.00
480	464	**Tranex Inc.**, Colorado Springs, CO	Troy Valdez	Custom Transformers & Inductors	80	1960	3.00
481	455	**UNI Enterprises Inc.**, Brooklyn, NY	Jimmy Hu	Marine/Hospital Supplies	25	1971	3.00
482	459	**Art's Photo Graphic Suppliers Inc.**, El Paso, TX	Art Moreno, Sr.	Photographic & AV Sales/Svc.	34	1972	2.99
483	•	**D.R./Balti Contracting Co. Inc.**, Chicago, IL	Ronald J. Baltierra	General Contracting	40	1984	2.98
484	•	**Midwest Maintenance Co. Inc.**, Omaha, NE	Paul Gutierrez	Janitorial & Window Cleaning Svc.	270	1965	2.97
485	454	**Omega Precision**, Santa Fe Springs, CA	Joseph M. Venegas	Precision Machining	25	1965	2.97
486	•	**NFT Inc.**, Golden, CO	Gilbert W. Brassell	Nuclear & Hazardous Waste Mgmt.	35	1984	2.96
487	395	**Centennial Bolt**, Denver, CO	Mark A. Cordova	Fastening Products	28	1979	2.95
488	•	**Hugo Reforestation Inc.**, Chehalis, WA	Hugo Peregrino	Reforestation	35	1982	2.95
489	•	**d'Escoto Inc.**, Chicago, IL	Rodrigo d'Escoto	Arch., Engr. & Const. Mgmt. Svcs.	50	1972	2.94
490	•	**Gyro Processing Inc.**, Bellwood, IL	Jose Parra	Metal Processing	40	1980	2.94
491	•	**Atlantic Resources Corporation**, Reston, VA	Cristobal S. Berry-Caban	Technical Consulting	65	1981	2.92
492	•	**Nueces National Bank**, Corpus Christi, TX	Stephen M. Botelho	Commercial Bank	33	1972	2.92
493	489	**Fernandez & Associates**, P.C., Denver, CO	Thomas I. Fernandez	Accounting Svcs.	102	1976	2.90
494	•	**Ketchikan Air Service Inc.**, Ketchikan, AK	Michael B. Salazar	Air Transportation	50	1966	2.90
495	•	**Cleaning Cubans Inc. (The)**, Jacksonville, FL	Elba F. Berenguer	Janitorial Svcs.	125	1970	2.89
496	456	**Valbro Business Forms Inc.**, Winter Garden, FL	Albert C. Valdes	Business Forms	50	1937	2.85
497	475	**U.S. Building Materials Inc.**, Rancho Cordova, CA	Alberto Garcia	Door Mfg.	17	1977	2.81
498	441	**National Export Crating Co.**, Houston, TX	Samuel N. Marroquin	Packing for Export Shipping	36	1979	2.80
499	•	**Trescomp Inc.**, Quincy, IL	Augie K. Fabela, Sr.	Electronics	48	1982	2.80
500	•	**Valley Pride Foods Distributor Inc.**, McAllen, TX	Homer Rodriguez	Wholesale Food Dist.	13	1988	2.80

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Goya Foods Inc.

Joseph A. Unanue, CEO • Secaucus, New Jersey

By Rick Mendosa

The top executives at Goya Foods enjoy cooking up a feast from their products. They are (from left) Aldo Cunningham, vice president of sales; CEO Joseph A. Unanue; and Conrad Colon, vice president of marketing.

The CEO of Goya Foods, Joseph Unanue, thinks that being the country's second biggest Hispanic-owned company is a good place to be. "We try harder," he chuckles.

But within the Hispanic food industry, Goya Foods has been king of the hill for a long time. Some Wall Street experts estimate that the company has as much as 80 percent of the Hispanic food market in the Northeast corridor, where their sales are concentrated. The two major potential competitors—Campbell Soup Company's Casera Hispanic foods division and CPC International's Knorr line of Hispanic foods—have as yet made few inroads into Goya's customer base.

Meanwhile Mr. Unanue, who has headed the company since 1976, is positioning the company for growth. "If you just sit back and wait for growth to come, it's not going to," he observes. Goya's strategy is two-pronged: to reach even more Hispanic customers while also expanding in the general market. Geographically, the company will continue to focus most on the New York-New Jersey area, which has been its center of gravity ever since Mr. Unanue's father started Goya Foods 55 years ago.

A company that has been successful for so long often becomes conservative, and Goya Foods is no exception. In some ways it is so conservative it's almost radical. For example, Goya Foods gives the same price to the little mom and pop bodegas as to the giant supermarket chains. "We've done that since the company started," Mr. Unanue explains simply. "We found that it's good for us, so we kept it. If we found that it was no good, we'd change it."

Somehow this approach—based on loyalty to the company's roots—has not antagonized the giants. For example, Tony Jimenez, the owner-manager of the C-Town Supermarket franchise in Patterson, New Jersey, says that last year his store sold close to $400,000 in Goya Foods products, 11 percent of total sales. "I asked Mr. Unanue once why the little guy who sells only $200 a week gets the same price break we do," Mr. Jimenez recalls. "He said, 'We started with the bodegas and we don't forget them.' I thought it was very classy that he was willing to be so honest about that."

Brand Mini-Survey

Computers:	IBM
Local Area Network:	Novell
Software:	Written in-house
Copiers:	Pitney Bowes, Konica
Fleet:	Ford

Goya Foods also continues to extend credit to the bodegas, which probably still make up 40 percent of the company's sales as estimated by *Crain's New York Business* in 1986. Mr. Unanue says the proportion of supermarket sales probably hasn't changed in the past five years, but adds that he hasn't made the calculation himself.

In fact, he says he doesn't have the slightest idea what percentage of his customers are Hispanic. "We don't worry about those figures," he maintains. As to ethnic breakdown, "we are mostly in Puerto Rican and Cuban areas," he allows. "It's hard for us to break into Mexican areas—we haven't got the product for that segment."

But Goya Foods certainly does have the product for the huge market niche it owns. The food giant manufactures a substantial portion of its product, but again the numbers are lacking. "I never even thought of [how many products we manufacture]," Mr. Unanue admits thoughtfully, but it's probably "around 30 to 40 percent." Another 20 percent of the products in their line are imported from other countries, especially from Spain, Holland, and Denmark.

Clearly, Goya Foods is not one of those companies run by the

#2

The Unanues welcome then Vice President Bush on his 1988 campaign swing through metro New York. From left are Joseph F. Unanue, Goya's executive vice president; Mr. Bush; and Joseph A. Unanue, Goya's CEO.

numbers, by financial "bean counters" or market research analysts. In fact, Mr. Unanue believes market research is a waste of time. "The younger people here think me wrong, so sometimes they do some market research, but not because I want it," declares the seasoned 66-year-old CEO.

Indeed they do conduct market research "sometimes." Conrad Colon, the company's vice president of marketing and a 32-year Goya veteran, laughs, "We do it behind [Mr. Unanue's] back, then I show him the numbers and he says they make sense."

Mr. Colon emphasizes that his strategy is to maintain dominance among Hispanics of Caribbean descent, including Puerto Ricans and people from Cuba and the Dominican Republic, and to continue growth in the mainstream market and other Hispanic market segments including Mexicans and Central and South Americans.

In particular, he is counting on the trend toward mainstream tourism in the Caribbean to increase awareness of the types of foods Goya sells, but admits this will take some time. "When you are on vacation, you taste different things, like papaya nectar or mango juice or guava. Then when you come back home, you look for them," he reasons. Preferably in the Goya Foods section of their markets.

Photo by Richard Allaire

Goya's executive team gathers to look over the goods at the Secaucus warehouse, one of this huge food company's seven distribution centers around the country.

While tropical juices are part of the Goya Foods line, beans are the mainstay of the business. "Fighting Goya in beans is like fighting Campbell in soup or Heinz in ketchup," John McMillin, Prudential Bache's food industry analyst, told the *New York Times* earlier this year. Mr. Unanue's father Prudencio Unanue started the company in 1936 when he bought the Goya brand name from a Spanish company and began importing Moroccan olive oil and sardines. Now the complete Goya line includes some 750 products, including beans, of course, and spices, rice, flour, and frozen foods.

The Goya brand is such a strong seller that stores typically display hundreds of Goya products together, rather than spreading them throughout the store. The justification for such unusual marketing, Mr. Unanue says, is that "Hispanics do not like to hunt around in a store or ask a lot of questions. If they don't find foods they recognize, they don't feel welcome."

Goya services clients in its core Northeast market area through its own Spanish-speaking sales force. Most other major food wholesalers use less costly independent brokers. "Our sales people are experts in our product and the Hispanic market," Mr. Unanue explains. "They are the most effective and direct way for us to communicate with the stores."

This solid, traditional company is, as *Forbes* magazine said back in 1984, "anyone's idea of a family business." So Mr. Unanue hopes his successor will be one of the third generation of Unanues now working in the company, and there is a succession plan that involves rotating the younger generation throughout the company so each can learn the entire operation. Nevertheless, Mr. Unanue says he doesn't think much about retirement.

In fact, when asked how many Unanues are working in the business, he has to stop and think. "Six or eight," he says sheepishly. "I haven't counted them, either."

THE 500

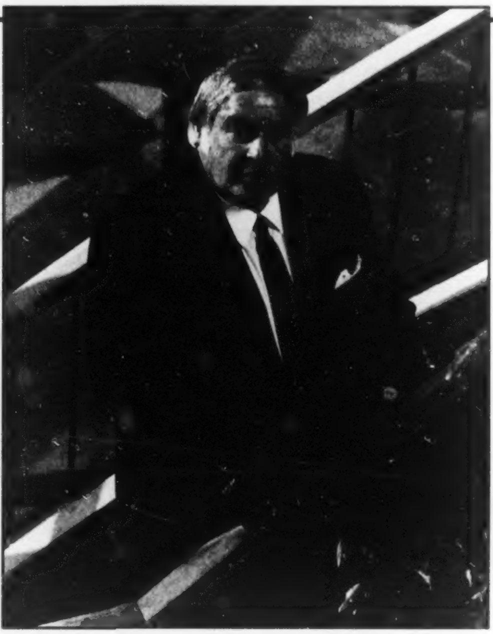
#8

Pizza Management Inc.

Arturo Torres, CEO • San Antonio, Texas

By Maura J. Mackowski

In 18 years of operation, San Antonio-based Pizza Management Inc. (PMI) has skyrocketed to the top tier of the **HISPANIC BUSINESS** 500 listing. The company's 4,600 Pizza Hut and Taco Bell workers in six states and three overseas locations generated revenues of $133.4 million last year. But 1991 could see the vaporization of PMI, thanks to a lawsuit with Pizza Hut and Pizza Hut's parent company Pepsico. So while Cuban American CEO Arturo Torres has ambitious plans to forge ahead in the coming year, his biggest accomplishment may be simply to stay in business.



PMI was formed in 1972, according to Jon Dennison, a company director and secretary/treasurer. It began with a single Pizza Hut franchise in Del Rio, Texas and grew to include 19 outlets in that state within three years. Today PMI operates 250 restaurants, among them 20 Pizza Huts in Spain, 12 Taco Bells (also a part of Pepsico) in Puerto Rico, 65 Pizza Huts in Puerto Rico and the U.S. Virgin Islands, and nine outlets in Missouri, Tennessee, Arkansas, and Florida, respectively.

The problems with Pizza Hut Inc. began in 1986 when Mr. Torres, who owned 70 percent of the closely held company, says he asked to take it public. (Incidentally, Roger Rydell, Pizza Hut's director of public affairs, claims Mr. Torres *did* take PMI public, selling more than 51 percent of stock in the company—a claim PMI attorney Larry Klenda calls "absolutely fallacious.")

In any case, the series of suits and counter suits over Mr. Torres's right to go public is being watched by licensees and franchise lawyers throughout the industry.

Brand Mini-Survey

Computers:	DEC, IBM, AT&T
Local Area Network:	Novell
Software:	Excel, Ross, Microsoft Word DEC WPS, Access 2020
Copiers:	Xerox, 3M
Fleet:	Honda, Ford, Mercedes, Chevrolet, Cadillac

While PMI pointed to early agreements with Pizza Hut founder Frank Carney to argue that they had a right to go public, Pizza Hut pointed to another agreement signed when the company was sold to Pepsico. That document, they say, supersedes the other, allegedly requiring that the franchisee own at least 51 percent of outstanding stock in the franchise. PMI is now appealing a District Court ruling against it. Importantly, that ruling would also allow Pizza Hut to terminate PMI's franchise rights.

By way of background, Pizza Hut has been engaged in an aggressive campaign to buy back its franchises, and last year required all franchise holders to agree they won't sell to other publicly held companies. "A central point is that if a franchisee gets sick or wants to retire," adds Floyde Burnside, an outside PMI director, "Pepsi can buy back their franchise at a very low price, because there's no other buyer." For example, Mr. Torres reports, Pepsico offered some time ago to buy his franchises "for less than 25 cents on the dollar" of gross sales.

Additionally, industry analysts say that while the U.S. market for new franchises is nearing saturation, Pizza Hut is aggressively seeking to expand in Europe and South America. PMI has exclusive Pizza Hut franchise rights in the U.S. Virgin Islands, Puerto Rico, and Spain.

If PMI's franchise is terminated, a noncompete clause stipulates that none of its restaurants could sell pizza or Italian food for 18 months within 25 miles of current locations. According to Mr. Torres and his team, the net effect would be total financial loss to his company's shareholders and the termination of all 4,600 employees.

Until the settlement of the lawsuits, expected within 12 months, Mr. Torres's plan is to continue opening more restaurants in 1991. "We plan to hire 300 people and open 15 more stores...in Spain, Puerto Rico, and the United States." The U.S. restaurants will be locations the company has always found profitable: small, Hispanic dominated towns.

"One of our keys to success is low cost," Mr. Torres explains. "You can get property for under $50,000 in small cities in Texas, while making money in bigger cities is harder. The secret is to get your numbers right: you're going to have to live with them for 15 or 20 years."

But he regards his employees "the number one basis of our success...We reward employees well and have no labor problem. Many of our employees have been here 14 or 15 years...They can look around and see how a dishwasher like me made it to be president of the company. "What is so sad is that if Pepsico ruins PMI, they will ruin these people too."

#86

Marman USA

Frank Cisneros, CEO • Tampa, Florida

By Steve Bergsman

Although Frank Cisneros does most of his business in the Western Hemisphere, recent changes in Eastern Europe are putting a serious drag on his business right now.

Mr. Cisneros is president and CEO of Tampa-based Marman USA, an exporter of chemicals used for crop protection, general agricultural applications, and public health. It's a $24.5 million a year business, all with customers in Central and South America and the Caribbean.

So why is the decline of communism and the opening of Eastern Europe to western investment slowing Marman's growth? Because the countries Marman deals with are heavily dependent on U.S. aid to finance many of their agricultural programs, and a lot of that money is being diverted to the Eastern Bloc countries. Loan programs to places like Guatemala, Honduras, El Salvador, and Jamaica are being shaved down or spread out over a greater number of years.

"There is just not the funding in the countries where we do business, which is everywhere from Mexico to Argentina," says Mr. Cisneros. Most of the countries have a shortage of foreign exchange." In expectation of flat sales this year, he has tightened up the company's finances and does expect to have a better profit margin this year than last. "We could do another $10 million to $15 million," he claims, "but that would mean low margins and a lot of exposure. The company's policy is to be more conservative and just target more profitable business."

Mr. Cisneros is also the principal stockholder of two other separate but not unrelated companies. One of these is also involved with chemicals, and one is a fabric retailer, Fabric King Inc., headquartered in Tampa with sales of $15 million in 1990. The biggest company is Microflo Company, based in Lakeland, Florida, which is a wholesale chemicals business similar to Marman but operating domestically. Microflo did $40 million in sales last year. Mr. Cisneros is the chairman of Microflo Company's board.

Brand Mini-Survey

Computers: .... IBM, Toshiba, Amax

Local Area Network: .... PC MOS

Software: .... New Generation Computing, dBase, Lotus 123

Copiers: .... Sharp, Olivetti

The separation of corporate structures is primarily for tax purposes, and places all the support personnel, from warehousing to manufacturing, on Microflo's books. That leaves Marman with a staff of 12, most of whom handle the accounting and all the paperwork that goes with export. Mr. Cisneros will expand the staff if Marman takes on more lines, but otherwise employment will remain static through this period of slow growth.

To penetrate the wide expanse of the hemisphere it deals with, Marman uses local distributors in each country. These non-Marman personnel are the first line of contact with the agricultural co-operatives and government agencies that are the primary buyers of Marman's chemical exports.

The current diversion of U.S. capital to other areas of the globe has not halted Marman's business because the company utilizes a number of financial programs, including asset secured obligations and extended credit, to make its deals. If necessary the company will even do counter-trading (international bartering of goods or services for other goods or services). "We have been very successful in that we have not had major losses," Mr. Cisneros observes. "It's just a matter of building a relationship with people, so if they have trouble making payments, we get paid and are not left holding the bag."

The company avoids problems with currency changes by dealing only in dollars, which are extremely stable against other local currencies throughout the Western Hemisphere. And while Marman does have to deal in local currencies when buying in foreign markets, it builds hedges against large currency movements into its contracts.

Mr. Cisneros began working in the chemical business when he arrived in the United States from Cuba back in 1961. When the company he worked for was acquired by a large national firm in 1981, he decided to strike out on his own. His business grew rapidly in its first decade, and despite the current slowness in its markets, Mr. Cisneros expects Marman to reach $30 million in sales by 1995. That's without changing strategy.

Mr. Cisneros adds that his chemical companies have spent a lot of time and money on safe, behavior-modifying chemicals, and he plans to maintain a leading position in the 1990s. In short, "we like the look of our business," he concludes. "We put in a lot of time with our distributors. We do seminars, not only to sell the product but to create a feeling of support."

THE 500 #113

Casey Luna Ford & Mercury Inc.

Lieutenant Governor Casey Luna, CEO • Belen, New Mexico

By Tomas Romero

Back when New Mexico's Lieutenant Governor Casey Luna was just seeking designation as running mate to Democratic Party gubernatorial candidate Bruce King, the state's media referred to him desparagingly as "the car dealer from Belen." At that, the usually affable Mr. Luna retorted sharply, "What I am is a businessman, and a good one!"

Is he? While auto dealerships across the country are sinking in the wake of recession, war, and normal first quarter slowdown, Casey Luna Ford & Mercury Inc. remains safely bouyant. Final 1990 gross sales stand at $17,722,836, versus $19,800,000 in the fat year of 1987—not up, but still admirable.

Profits are down too, although some of the loss has been deliberate. "We sacrificed to keep people working," says Mr. Luna. "Struggling hard not to lay off any of our 62 employees has meant a profit margin of 1 to 2 percent, rather than an expected 4 to 5 percent. Our veteran employees give us stability and continuity, and we want to keep that, be loyal as well as grow." Mr. Luna himself has been in the business 40 years, beginning with an entry level parts department job at age 20.

But doing things better or differently has been his key to survival. "We do very little price advertising, never paint our windows, or heavily promote a rebate program," says Mr. Luna. "Instead we rely on personally produced television ads—covering the entire state—using a family theme. We include myself and my children regularly. Owning our advertising agency [de Luna Ad Consultants Inc.] helps us control product and production costs." His agency's homespun ads have garnered the New Mexico Ad Federation "Best Car Commercial" Award for the past three years (1987-1989). They also gave him wider name recognition during the gubernatorial campaign than his running mate Mr. King—a former two-term governor. But it's not just superior visibility that brings in the business. "Surveys tell us that 90 percent of buyers have been elsewhere car shopping prior to coming to us," says Mr. Luna. "And we don't billboard our competition's front yard." They do, however, give people what they want.

Brand Mini-Survey

Computers:	Reynolds & Reynolds VIM Net, Computer Warehouse Inc., IBM
Local Area Network:	VIM Net
Software:	WordPerfect, Automotive Retail Sales F&I, Q&A, Lotus 123, Label Express, Newsroom
Copiers:	Canon, Royal
Fleet:	Ford

The product they want is trucks, "by about a three to one ratio," says Mr. Luna, and "the Explorer is an especially popular model." But they buy from Casey Luna because "We offer pick-up and delivery, a loaner car, stay open on Sunday, and do things right to position ourselves for a future sale. It's 65 miles any time you travel around here, and you can only patch up a vehicle so much," Mr. Luna says philosophically.

One of the hardest things about giving people good service is that trained technicians are in short supply. "We have fewer and fewer young people coming into the industry, and some of our workers can get out of tune with exotic equipment" says Mr. Luna. So he teamed up with Ford Motor Company in a program to identify vocationally oriented individuals, enroll them at nearby Hobbs Jr. College, pay for their training, and then bring them into the dealership for hands-on work experience. "We'll do that as often as we have to," he explains. "It's a sign of the times—training them today and back to school next week. But a much better way of doing things."

Casey Luna Ford's sales-to-shop income ratio is 70-30. Yet Mr. Luna feels service is what causes so many customers to travel the 30 miles from Albuquerque, home of two of the biggest Ford dealerships in that section of the country. Good service, and a low pressure sales philosophy built on trust and set in a cheery environment.

Much of this success is due to Mr. Luna's partner and wife, Beverly Luna. The two began occupying side-by-side desks in 1970, when they purchased their first small Ford dealership in Mountainair, New Mexico. Now their daughter Marion (Toni) Luna-Brem is a Chrysler/Plymouth dealer "doing well" in Corpus Christi, Texas, and son Mike is acquiring a General Motors dealership in Los Angeles that will sell Chevrolets, Oldsmobiles, and Geos.

The plan for this year is to continue investing in visibility—more than $236,000—to sponsor a team, racing a Ford, of course, in the 1991 World of Outlaws National Challenge Series. Casey Luna Ford may be steady, but it travels in the fast lane.

THE 500 #128

Hoffman-Cortes Construction Co.

Gary Hoffman Cortes, CEO • Kansas City, Missouri

By Maura J. Mackowski

"The Midwest, the Farmbelt, is a little more conservative than the rest of the country," says Gary Hoffman Cortes. "During the boom times, places like Dallas, Phoenix, and Denver grew very fast. My town—Kansas City—grew too, but not at the same rate. Now those other cities are having severe downturns, but we are not. The highs aren't as high here and the lows aren't as low."

Mr. Cortes, CEO of the Hoffman-Cortes Construction Company, isn't talking only about the 19 years he's been running the company. The firm has been in business for 70 years and three generations, and these harsh times are just the latest test of its conservative business strategy and strong hometown roots.

Hoffman-Cortes specializes in commercial, industrial, and institutional construction, including computer facilities and interior renovations. The Missouri firm typically builds within a 150-mile radius, and although sales are not expected to increase significantly over last year's $15.6 million, the CEO does project an increase in his profit margin.

Mr. Cortes intends to squeeze out more black ink with a product line added just one year ago: preengineered metal "Butler" buildings. "We do some advertising, some direct mailing on our own, but becoming a Butler builder gave a real impetus to our marketing efforts," he says. "We felt that having a premier product like this was a real plus, and with the headquarters and regional office of Butler Manufacturing Company right here, we get a lot of local leads for Kansas City."

According to Butler's Area Manager Mark Mazzoni, Hoffman-Cortes's reputation in the community was a plus in the decision to make it a licensee. "We do not sell direct," he says. "Construction is a local business and we rely on local eyes and ears to assess which of our products are applicable to each project, and then to ensure they're installed properly. We talked to 20 or 30 contractors, but Hoffman-Cortes had excellent references. They do quality work and we felt they would represent us very well."

Brand Mini-Survey

Computers: ...MAI Basic Four, Everex, Compuadd, IBM, Macintosh

Local Area Network: .MAI Basic Four

Software: ...MAI Accounting, R-Base, Microsoft Word, Smart, McProject

Copiers: ....Sharp

Fleet: ....Chevrolet, Mercury, Ford, Oldsmobile, Lincoln, International Harvester

Equally important, Mr. Cortes works hard to make sure the revenue the company brings in will not disappear via waste or miscommunication. "I spend a lot of time figuring out how to make projects pay," Mr. Cortes explains. "We sit down, review what's going on, set up the schedule on the computer, and do a lot of 'what-ifs.' The project manager visits the site no less than every two days, and everyone wears a pager and has a car phone. They're reachable at any time."

This strategy is also extended to other companies involved in the project. "When dates are scheduled with subcontractors regarding power, for instance, we check to see that they are there without fail. The same is true with clients. I explain to them the need to pay their bills in a timely fashion."

Mr. Cortes has seen what can happen to construction firms that don't keep tight controls on their cash flow and professional practices. In particular, bonding costs have risen some 20 percent within the past year and a half. That's because "Contractors in the past several years have been defaulting on projects," he explains. "They've run into difficult times and the bonding companies have taken a very big hit."

"At the meetings I go to, people say that bonding is very difficult for them. But my company still maintains the lowest rates possible. St. Paul Fire & Marine, our agent for many years, has given us bonds on anything we want to tackle. We're doing a joint venture with a company from out of town that couldn't get a bond, for example, and we helped them get one."

"Bonding is like a loan," explains Jim Pateidl, Senior Vice President of Surety Operations for Lockton Insurance Company. "They look at your previous experience and your relationships with banks, creditors, suppliers, and other contractors in the community." More specifically, he says, "the 'three Cs' of credit are character, capacity, and capital. In theory, none has more weight than any other, but I would say that the person who stands there with personal integrity and the best reputation will receive the help of the surety industry. That's really the criterion for small business, and it has been the key to Gary Cortes's success over the long run." Ⓗ

First Capital Advisers Inc. & Affiliates

Gerry Angulo, CEO • New York, New York

By Yvonne Conde

Betting on a money investment firm created two months before Wall Street's 1987 Black Monday seemed risky at best. The fact that the company was headed by a 31-year-old did not improve the odds. But those who dared to gamble hit on a winner.

First Capital Advisers Inc. and Affiliates has increased its assets fifteenfold in just three and a half years, from $20 million in seed capital to current assets of $310 million. This growth has come both from returns and new investors.

“People want to make money,” says founder Gerry Angulo, sitting in his Fifth Avenue office. Mr. Angulo, now 34, is a Cuban-born Harvard Business School graduate who, with his partner Venezuelan Hassan Nemazee, 40, runs the multifaceted enterprise. “If you do a good job, if you have a good return, that is what people care about,” he explains.” Wall Street is a world where you prove yourself early.” The partnership saw opportunities in the undervalued stock available after the market fallout and went shopping—very successfully. Their investments increased 142 percent in 1988 and flourished to $100 million in the first two years. Revenues in 1990 were $12 million.

Running in this expanding mode, First Capital has sprouted many affiliates. It deals not only in stocks but also in real estate, company buyouts, broker dealing, and advisory work. Their assorted inventory includes two public companies, several private ones, and a 3 million-square-foot Florida plant nursery.

Mr. Angulo spends most of his time on First Capital's pension fund investment service. This service is the core of the firm, holding $210 million in funds, or two-thirds of total assets. Of the $210 million, 75 percent is tax exempt and $45 million is from the California Employees Retirement Fund. According to Mr. Angulo the pension fund portfolio currently holds 40 to 60 stocks of a very diversified range, most listed on the New York Stock Exchange.

Brand Mini-Survey

Computers: ..... IBM, GMS, Macintosh, NEC, DEC

Local Area Network: .... Novell

Software: Lotus 123, Microsoft Excel, Microsoft Word, WordPerfect, PageMaker, Medisoft, Terra Accounting

Copiers: Minolta, Xerox, Konica, Royal

Fleet: .... Mazda, Jeep, Cadillac

This portfolio produced returns of 44 percent for member funds in 1989, the first year of operation. In 1990, a year when the average Standard and Poor's 500 stock lost 3.17 percent, First Capital earned 8 percent. And in the first quarter of 1991, they showed returns of 12 percent.

So, how do they beat the market and continue their high returns in Wall Street's mercurial world? Their staff of 30, including seven equity managers, does its research “a little better than the average firm and we take it one step further,” says Mr. Angulo. They also make a point of capitalizing on short term results. If a stock runs up quickly, it is sold, even if they think it will go higher in the long term. “That's how we beat the market and continue our returns. We capture that increment,” Mr. Angulo explains. They also look for companies that sell with low cash multiples, free from future encumbrances, that will yield profits if properly managed.

There are 12 other Hispanic owned money management firms in the nation, four of them started in the past two years. In terms of assets, First Capital Partners is the third largest. In terms of returns it is among the top quarter. With the country's rapidly changing demographics, Mr. Angulo observes, minorities are contributing more and more to pension funds, and minority firms feel they should have additional participation in their administration.

For the future, says Valerian Butler-Smith, partner in a pension consulting firm that tracks the nation's minority money managing firms, “I see Gerry quickly building a firm with $1 billion in management, and bringing in returns consistently above other money managers.” Mr. Angulo agrees. Although he expects a stock drop of 200 to 300 points this year, he also expects to adjust to the new thrust of the coming market and says much of his 1991 growth will come from the area of pension plan money management.

Mr. Angulo also feels confident about sharing his investment philosophy—currently through a weekly TV show called “Capital Gains with Gerry Angulo,” broadcast through FNN PRO's closed circuit satellite to 3,000 institutional money managers across the nation. He is also an adjunct graduate professor at Columbia University, where he teaches a course called “Deals and Dealmakers,” and teaches “Corporate Mergers and Acquisitions” at New York University.

THE 500 #329

Field Lining Services Inc.

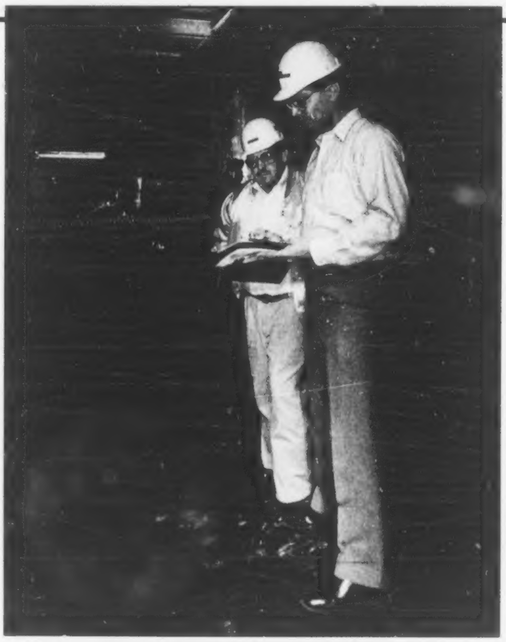
Phillip Ramos, CEO • Phoenix, Arizona

By Steve Bergsman

Photo by Matt Cook

There's nothing glamorous about Phillip Ramos's daily routine. He often spends his days in sewage lagoons, mine leaching operations, landfill projects, and hazardous waste dumps. Yes, they're dirty jobs. But if someone's got to do them, Mr. Ramos wants it to be his company, Field Lining Services Inc. In fact the company has been hired to do work in about half of the 50 states. Everywhere from New York to Washington state, Florida to California, and many places in between.

Field Lining Services is a specialty contractor that installs large sheets of flexible, high density plastic-like material for containment purposes. Currently, for example, the Phoenix-based company is doing two jobs outside of Tucson: installing one liner for a landfill and another to contain Colorado River water in a city reservoir.



Field Lining Setvices CEO Phillip Ramos (right) directs a job.

In these days of increasing environmental concern, Mr. Ramos finds himself in a very fast growing industry. And that, ironically, may be his biggest business worry. The industry is moving so fast it is attracting many new competitors, including very big engineering companies like Bechtel. His concern is not so much with getting the contracts as with controlling expansion by picking only the best projects to bid on. "We want to bid only where we can keep the profit margin where we need it to be," he points out, because "that's the key to successful growth."

Still, revenues are percolating up so fast that the company has to keep on the jump to build the needed infrastructure. Last year Field Lining Services bid successfully on projects worth $6 million, and the way things are going now, that number should spurt up to $8 million or $9 million in 1991. Mr. Ramos just installed an automated system for estimating bids, and is now automating his accounting systems.

He's also making personnel changes to reinforce the company's management systems for growth and continued dependability, bringing job superintendents into the office environment from the field to help organize the back shop to ensure effective support. And he plans to bring additional estimators and accountants into that shop. Right now the total Field Lining Services staff tally is 10 superintendents and 15 support people in the back office.

Brand Mini-Survey

Computers: Epson, Fast Data, Morse, IBM, Tandy

Local Area Network: Novell

Software: Timberline, Lotus 123, Q&A, Excaliber

Copiers: Sharp, Konica

Fleet: Ford, Chevrolet

The company staffs projects by flying all the needed equipment and technicians in to the site, and hiring local laborers for the unskilled work. The current projects, for example, are using a task force of 70 contract workers.

This is all heady stuff for Mr. Ramos, who started his company just eight years ago. The company's first job was to install rubber-lining systems produced by B.F. Goodrich for mining operations, and subsequently for the scrubbers used to reduce emissions from fossil fuel-run power plants. It was just a short step from this type of work to the environmental containment services Mr. Ramos provides these days—to where the action is, and where it will be for a long time to come.

"We are just at the tip of the iceberg," he sighs happily. "There is so much work to be done. California and the East Coast have set the trend, and now the Midwest is looking to do more to contain environmental damage." Ninety percent of the work Field Lining Services does now is for private industry, all of it won through bids. Individual projects range from $5,000 to $500,000, and the company avoids anything in the $1 million range because of bonding limitations.

In addition to competition from the big players like Bechtel, Mr. Ramos says lately he has been seeing some small competitors stepping up to bid on contracts in his target range. "A lot of new companies are starting to develop from scratch in the environmental business," he explains, "by hiring engineers who have expertise with liners."

But he feels his Field Lining Services has an important edge over most of the newcomers: it's in a select group of installers that have gained backing from the industry's few major suppliers. "The manufacturers that pioneered these products have conveyed our names to the engineers, informing them we were a dependable installer," Mr. Ramos explains proudly.

THE 500

#387

Production Products Mfg. & Sales Inc.

Barry Corona, CEO • St. Louis, Missouri

By Maura J. Mackowski

Call him a quick change artist, call him a blitzkrieg marketeer, call him a rogue opportunist. Just don't ever call Barry Corona "comfortable."

"Every small business owner I meet wants to borrow money for working capital," the St. Louis CEO says. "But the worst thing to be when you're new is 'comfortable.' When I was comfortable, I didn't do anything. I perform best when I'm starving to death."

Mr. Corona's firm, Production Products Manufacturing and Sales Inc., made the **Hispanic Business** 500 by never finding too cozy a niche. The company, founded 14 years ago to make gaskets and seals for the petrochemical industry, soon began to see its tightly focused customer base erode. First it was Three Mile Island, then Bhopal, and Chernobyl. Bankers didn't make things very homey for Mr. Corona and partner Dan Gaffney either. They doggedly turned down loan requests that would have moved Production Products out of "the garage" several years sooner.

But now it's 1991, and Mr. Corona expects revenues of $8 million from a hodgepodge of products and services—military sewing, aerospace composites, manufacturers' rep services, warehousing, petrochemical fittings production, pipe distribution, steel fabrication, and even silk screening. A patchwork of high and low tech nevertheless united by a cherry picking niche strategy that is anything but random.

"We'll make whatever people are buying," Mr. Corona says expansively, "whether it's weapons or refrigerators. If someone came to me and said 'We need pretzels,' I would get a pretzel machine and do it." Well, he would if the "someone" were in the defense industry, and if he could figure out a way to earn a high margin on the "pretzels."

Dave Miner, a Procurement Analyst with the Department of Defense, will testify to Mr. Corona's bird-dogging strategy. "He stopped by to see what we were buying," Mr. Miner explains. "When I toured his plant I noticed he had some sewing machines over in a corner, left over from another venture, and told him about the cut and sew work the DOD buys: tarps, covers, straps, etc. He bid competitively on such a project, won it, and we started setting aside contracts for him. Now he sells to several DOD agencies, works directly for some of our prime contractors, and is even doing warehousing for companies like McDonnell Douglas."

Brand Mini-Survey

Computers:	IBM
Software:	Lotus 123
Copiers:	Xerox
Fleet:	Mercury, Ford, Lincoln, Oldsmobile

Going after DOD work is part of Mr. Corona's strategy of securing big accounts by exploiting his status as a minority contractor. "If you're a minority business owner, you have a significant advantage if you use it well, even in a down market," he explains. "I see our growth coming from prime contractors who want minority business. They need us to meet their goals.

"And as small businesses," says Mr. Corona, "we're far more cost effective than the large ones could ever be. I can fit into areas where big companies shouldn't be, but where I can make money." So he positions the company to compete head-on, not with other small companies, but with the aerospace giants like Sikorsky, United Technologies, and Bell Helicopter Textron.

"I have another theory too," says the opportunistic CEO: "skimming. I don't want all the business, just the top 10 percent." He passes up items that would be easy to produce and targets difficult items because they carry the plumper profit margins he likes to see.

Mr. Corona doesn't flinch at Uncle Sam's reputation, either. "Everyone thinks the military is slow to pay," he says, "but of all my customers, the military pays first, 33 days on the average. The trick is to not miss any of the boxes on your paperwork, and hand deliver it if need be. Know who writes the checks. They're all human beings, and people will take care of people who interface with them personally."

In spite of government and industry willingness to spend money on certified minority firms, Mr. Corona insists, "they're not going to come to you. The areas small business can fit into are infinite, but you have to be there literally every day and that's where many firms fall short."

Mr. Corona himself maintains hundreds of contacts within Defense Department agencies. He goes to military bases to get his hands on whatever the government wants next, and then "reverse engineers" it to see how it can be produced more cheaply and profitably.

"Basically, I'm going to get my share of the business," grins Mr. Corona. "And then I'm going to get yours." ⓗ

#393

Amigos Canning Company

Ralph Velasco, Jr., CEO • San Antonio, Texas

By Rick Mendosa

Ralph Velasco, Jr., is an expert at zigging when his market zags. After more than 40 years in the San Antonio-based Mexican food business his father founded in 1925, the CEO of Amigos Canning Company has just made his smartest move yet. It involved investment in expert advice and knowhow, and a switch from private to branded label that may just put the company in orbit.

When Mr. Velasco joined the family business in 1950, it was known as La Vencedora and manufactured only corn tortillas. After years of diversification, Mr. Velasco sold off everything but his canned food line in 1986 and changed the name to Amigos Canning Company. Until 1986 they sold most of the canned goods they produced under the labels of major regional companies that they contracted with, such as Mortons Food Company of Dallas.

After losing almost $500,000 in 1989 on sales of $2.13 million, Mr. Velasco saw "no choice but to turn the company around." It was literally double or nothing, he maintains. Luckily it was double, and Amigos made the Hispanic Business 500 this year with 1990 sales of $4.2 million and a "modest profit." All because instead of knuckling under to the pricing and other demands of the food giants, he sought the advice of management and marketing experts and decided to fight for market share under his own Amigos label.

Initially, selling through private label channels had been easier because it didn't require investment in a sales force. The problem was the "enormous vulnerability" in the private label segment of the business, says Ben Rodriguez, the management consultant Amigos brought in about three years ago. At the time, Mr. Rodriguez was also chair of the Hispanic Chamber of Commerce of San Antonio.

Brand Mini-Survey

Computers: .... IBM compatibles
Local Area Network: .... Novell
Software: .... Macola Manufacturing Accounting
Copiers: .... Panasonic
Fleet: .... Toyota

"Ralph has an excellent set of products, and once people taste them they can easily get hooked," Mr. Rodriguez explains briskly. But private labels are at risk when the companies they produce for are sold or merged, as they often were in the 1980s, creating consequent changes in suppliers. Mr. Velasco calls Mr. Rodriguez instrumental in planning the changeover to branded label.

Mr. Rodriguez in turn credits Mr. Velasco for taking two smart actions in addition to switching to an emphasis on Amigos Canning's branded label. One was to bring on a new national sales manager, Bob Henderson, "with a new level of marketing sophistication." The second was an expensive and powerful looking aluminized label, which is important because the company's main product—a line of bean dips—"is very much an impulse item."

Mr. Velasco secured Mr. Henderson by selling him about one-third of the company "as an incentive for him to work more than 24 hours a day." Mr. Velasco still owns about 45 percent of Amigos Canning, and his sister another 15 percent, to keep control in the family.

Amigos Canning's high quality dips exploited an overlooked market niche, says Mr. Henderson. "Shelf-stable dips had been neglected for years," he explains. "Most of the companies in that line, like Frito-Lay, Laura Scudder's, and Borden's, are 99 percent concerned about chips, and dips are secondary." In terms of volume, Mr. Velasco estimates Amigos Canning is second or third nationwide in its niche.

To ensure good taste and quality, Amigos makes all of its products from scratch, with the exception of the French onion flavored dip. And each product is the result of extensive development and consumer testing. Mr. Velasco has always been big on product research. "I am a numbers man," he declares.

But in fact numbers—about the market—were the final missing element in his turnaround formula. Until a year ago Amigos Canning didn't know who was buying their products. At that point, they began to invest in information, including scan data on dips from a large Texas supermarket chain, and discovered how wrong their marketing assumptions and focus had been. For one thing, Hispanics were buying a lot more of their product than they thought, which signalled a reallocation of ad dollars.

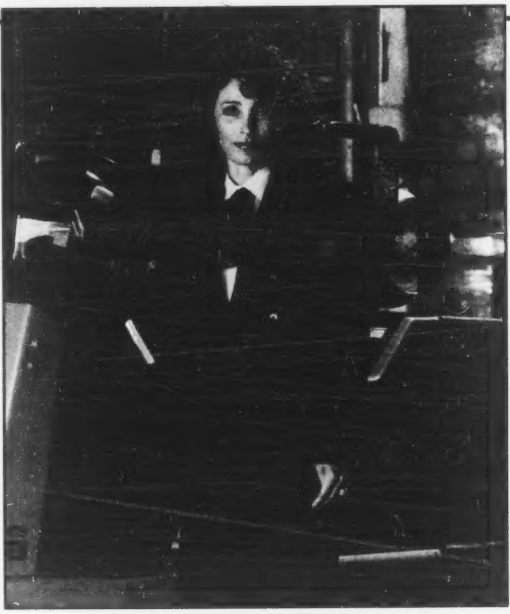
Now, with all his marketing ducks in a row, Mr. Velasco is positioning his business system for even more growth. Now that the Amigos brand is established in the stores, he is preparing to expand his product line again—based on market research, of course. Funny what a difference a year can make, if you have expert advice and entrepreneurial guts.

#405

Public Inc.

Anna Aguiar, CEO • Buena Park, California

By Solomon J. Herbert



Ask most entrepreneurs what they're doing now that the recession is making itself at home, and they'll probably trundle out some tired talk about "belt-tightening," "downsizing," and "streamlining." But if you ask Anna Aguiar, owner of the Public Inc. transportation company in Buena Park, California, you will get a new slant on the situation.

When Ms. Aguiar's 8-year-old local and long distance trucking business began to sag, along with her industrial customers' orders and shipping needs, she put herself in their place and put her finger on a problem she could solve for them—at a profit. Many of her customers had been churning out product faster than the weakening market could consume it. So, for example, several companies that produce automobile tires and batteries were running out of shelf space in their warehouses. And, Ms. Aguiar smiles, "The way the economy is right now, they are not going out there and building a new warehouse, a new building. So instead, I'm telling them to give that business to me."

She asked them to let her store their excess product for a month, or for a year. "Don't build this big warehouse and maybe you won't need it," she insisted. "Just let me do it for you."

As with her basic freight business, Ms. Aguiar took a no nonsense, low price approach to providing this new service, and in September 1990 bought the 220,000 square-foot warehouse she'd been leasing, so that she could focus more on that end of the operation. The hefty investment proved well worth the risk. Clients who came on board for only a week or two back in September are still with her and now see no reason why they should handle their warehousing any other way.

"What's nice about the warehousing division is that it brings in additional trucking business," says Ms. Aguiar, who runs a nonunion shop. "I get to bring the material in. And then whenever they do need to ship it to their customers, I get to do that also." In essence she is building herself into their distribution systems in a way that should give her a continuing advantage when the economy takes a turn for the better. "Now when I go out and sell," she explains, "I sell a whole package—trucking and warehousing. It's like a good marriage: the local, the long haul, and the warehousing."

Brand Mini-Survey

Computers:	Advanced Logic Research
Software:	Proprietary
Copiers:	MITA, Cannon
Fleet:	Fruehauf, White

In fact Public Inc.'s business is so robust that it seems the boss has almost spawned more demand for her company's services than it can meet. She is about to rent an additional 150,000 square feet in a facility next door to the current warehouse, with every intention of buying it soon.

Public Inc.'s local freight division serves the entire Southern California area, extending from San Diego north to Santa Barbara and east to Palm Springs. And plans to expand routes throughout the five western states are in the works. The company's long distance hauling division serves all of North America, including Canada and Mexico, on a truckload basis. Altogether, Public Inc. employs about 50 drivers and warehouse workers, more than 80 percent of whom are minority group members.

Owing largely to the competitive advantage of a same-day delivery policy at no additional charge, Public Inc.'s local carrier service has experienced steady growth during each of the past few years. But the company's Mexican-born CEO courts new customers continuously and looks agressively for ways to expand her capacity to serve them. She handles all sales herself, wary of hired hands working on commission who might "just sell anything" to beef up their paychecks. This approach is more efficient, Ms. Aguiar argues. It keeps costs low too, providing just one example of how she manages to keep Public Inc.'s service competitively affordable. Certainly her client list is worth the personal service. It reads like a who's who of corporate America, including the 3M Corporation, Kwikset Lock, Armor All, Black and Decker, Acco Worldwide Products, Wilson Jones, and Esselte Pendaflex.

Ms. Aguiar's strategy of making Public Inc.'s services indispensable and cost effective for her valued corporate customers generated a respectable $5.5 million in revenues for 1990. She expects to bring in another $2 million during 1991, most of it sparked by the new warehousing space.

And she thinks she's pretty well positioned to survive an economic upturn.

THE 500

#494

Ketchikan Air Service Inc.

Michael Salazar, CEO • Ketchikan, Alaska

By Elizabeth Fernandez

If truth be told, Michael Salazar must be the corporate world's most reluctant executive.

Not that he disdains success, for this airline owner is quick to pounce on shifting changes in the market, to expand his firm in offshoot directions. And certainly he is proud of his enterprise, which in 22 years has grown from a single-Cessna, $40,000 venture into a $3.25 million commuter airline in southeast Alaska.

It's simply that this 50-year-old aviator's throat tightens at the very thought of donning a necktie. He would much prefer to spend his days soaring through the clouds or casting a fishing line into the lake than planting himself behind a desk. "It seems the bigger the business gets the less time you get to enjoy the outdoors," Mr. Salazar says glumly. "You start out real small and when it gets so big, the fun goes out of it."

Headquartered in quaint Ketchikan about 200 miles south of Juneau, a town known for its unrivaled collection of totem poles, Ketchikan Air Service Inc. serves a dual customer base: local residents on business flights and tourists bound for such scenic vistas as the Misty Fjords National Monument. With Ketchikan a port of call on most cruise ship itineraries, nearly 200,000 tourists visit the town each year.

And in a state of daunting topography, where entire towns and recreational spots are wholly inaccessible by car or scheduled jet service, air transportation is a critical industry. "Where scheduled jet service just doesn't exist," explains Alaska Director of Tourism Dana Brockway, "small air companies have found their niche with prop planes."

Mr. Salazar's 49-employee firm is a three-pronged "full service" operation offering trip planning, air charter, freight deliveries, and airplane maintenance. The air chartering represents 60 percent of Ketchikan Air's business, followed by the new travel agency service (12 percent), fuel sales (11 percent), aircraft maintenance (10 percent), parts sales (5 percent), and air freight deliveries (2 percent).

Brand Mini-Survey

Computers:	IBM, Wise, Northgate, IBM
Local Area Network:	Novell
Software:	Solomon II Accounting, Lotus 123, Microsoft Word, PageMaker
Copiers:	Xerox
Fleet:	Chevrolet, International Harvester, Ford, White

Son of a Cuban-born physician, Mr. Salazar is a decorated Army helicopter pilot—Purple Heart and two Bronze Stars—who flew more than 1,800 combat hours in Vietnam. He launched his business in 1969 with three other pilots, each investing $2,5000. But never being one for captain-of-industry ambitions, Mr. Salazar thought of the fledgling transportation firm simply as a way to support his wife and two children while working for himself.

Then, one by one, his partners retired and sold out to him—the last one five years ago for $500,000. "I wish I'd have sold out to them," he says half seriously. "You have to wear so many hats in a small business like this: personnel manager, financial officer, president, you name it. I fly too. I often end up filling in for those pilots who are out sick."

Meanwhile, for two decades the company has experienced steady if unspectacular growth of 4 to 5 percent a year. "In Alaska, we don't have big ups and downs," Mr. Salazar explains. "We're trying to position ourselves for growth every year. You can't afford to stand still." Not that Ketchikan Air is immune to recession. Mr. Salazar expects his firm to only match or slightly exceed last year's $3.25 million in revenues during 1991. "The economy has an effect on us as well as the lower 48 states," he says, and "if people don't have discretionary dollars to spend, they won't take trips up here. But I don't think things will be worse than last year."

Neither does the state's tourism director Mr. Brockway, who points out that overall tourism is expected to reach or even top last year's record level of 825,000 visitors to the "last frontier."

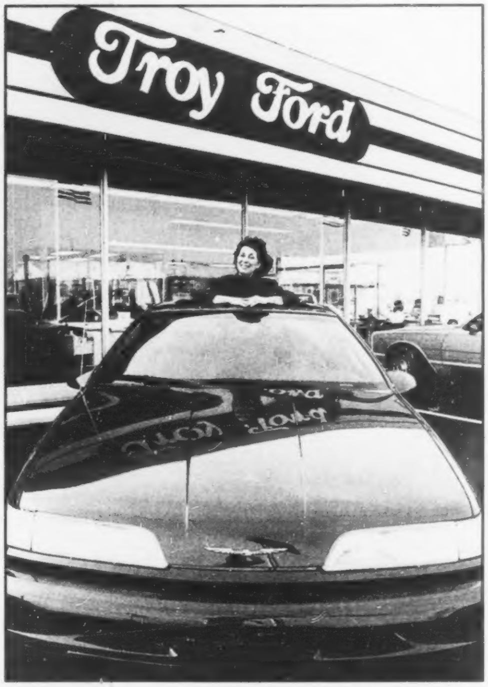
So Mr. Salazar is hoping this year to reduce his debt load of $1.8 million by 20 to 30 percent. Much of that debt was incurred a few years ago to add expensive but swift turbine aircraft to Ketchikan Air's fleet, which now includes nine float and straightwheel planes.

In positioning his firm for the future, Mr. Salazar sees a second generation—his 24-year-old son—taking over the business one day. Then, he says, he'll finally be able to put in some time at the family cabin on Humpback Lake.

Tasting All the Flavors of Posh

Noting an "upmarket" trend among Hispanics, **Hispanic Business** road tests five upscale cars.

By Ralph Gray



Irma B. Elder, CEO since 1983 of Troy Ford in Troy, Michigan, ranks number 8 on the Top 10 Dealers list this year with nearly $40 million in 1990 sales.

Just as our values change as we move up the ladder, so does what we look for in our car purchases.

In the early earning years, "value" is sheer transportation at a reasonable price. Then it becomes economical family transportation. With more success comes another stage, where the luxury of a fine brand name, extra mechanical innovation, driving pleasure, and sheer physical comfort are important values.

So Hispanic car buyers are tossing aside worn marketing cliches as they move up the car-buying ladder to bigger and better vehicles—despite recession and despite sales statistics that have said Hispanics tend to buy only entry-level cars and trucks.

While this "upmarket" trend could fall short of being universal, it's clearly here for the Hispanic auto dealers in areas like Florida and California, where such trends tend to sprout first.

With that in mind, **Hispanic Business** has put five upscale vehicles to the test. The cars we tested are really five flavors of posh—for those looking for something a bit better. And we rate them not against each other, because all have different attributes, but against themselves. How well has their promise been realized? How much value do they offer for the price tag?

To that end, we did not test these cars on a track with complicated instruments. We drove them on real roads; on the city streets, local highways, and expressways of Michigan and Florida—much as their buyers will drive them. The 0 to 60 mph times are taken on these roads too, and are not the product of special high-revving techniques. The average driver should be able to replicate them.

Top posh is the Buick Park Avenue Ultra, which just misses the federal luxury tax with a list price of $29,020 that covers everything except a butler. This redesigned vehicle has Jaguar-like looks in the grille and rear deck. There are unmovable vent windows, a premier sound system with a CD player (but sadly no tape deck), and rear sailpanels that add elegance at the expense of minor blind spots.

On the road the Ultra is a big cruiser with surprisingly good manners, thanks to the Gran Touring package of 15-inch Goodyear Eagles, a beefier suspension, and more powerful acceleration (0 to 60 in 10.6 seconds from a 3L V-6 engine with 170 HP). Anything under 14 seconds or so demonstrates enough reserve power for hill climbing and passing that won't make you feel like getting out to push.

Fuel economy is surprisingly good for a big luxury car like this—18 mpg city and 27 highway. The ride is smooth, nicely damped over the nasty bumps. Forget about the old Buick "boulevard" ride. Buick has said for years it is after "muscular grace" in its cars, and the Park Avenue Ultra achieves that.

Then for those who want more of the same, the supercharged version is coming out later in the year. **Hispanic Busines** tested a prototype of this car, which pumps out 205 HP for 0 to 60 in 8.7 seconds. Antilock brakes provide sure, quick stops. Our test demonstrated other virtues from the supercharging (which compresses extra air into the engine for more power without the "lag" of a turbocharger.) With the supercharged V-6, power is smooth throughout the driving range—just as with a good V-8.

To summarize the Buick Park Avenue Ultra value: it's highly styled luxury in a low cost, upgraded handling package.

Two other test cars are the Mercury Grand Marquis and Ford Crown Victoria. Both are on the familiar rear drive platform with new bodies, a new 4.6L V-8 engines, and improved suspension. At 190 HP, the new V-8 is 40 HP stronger than the 1991 5L V-8. Four-wheel disk brakes are fitted with optional antilock systems. Another new option is Traction Assist, which uses the antilock braking system to prevent wheel spin during acceleration.

This new V-8 is exceptionally quiet and moves the large cars briskly, although the

Top 10 Models, Hispanic Purchases as Percent of Maker's Total Model Sales

Model	Hispanic % of All Buyers
1. Isuzu Amigo	9%
2. Plymouth/Dodge Vista	8%
3. Ford Bronco II	7%
4. Mitsubishi pickup	7%
5. Daihatsu Charade	6%
6. Chevrolet S-10 Blazer	6%
7. Ford Mustang	4%
8. Ford Escort	3%
9. Ford Tempo	3%
10. Nissan Sentra	2%

Source: industry interviews. © Hispanic Business Inc. Reprinting or copying requires permission.

Buick has achieved a "muscular grace" with the Park Avenue Ultra—while offering every luxury but the butler.

variable assist power steering still is numb to the road. The ride in the Grand Marquis is plush and comfy—smooth as velvet—while the Crown Vic is made of sterner stuff, providing a firmer standard ride. With a 210 HP version of the 4.6L comes an upgraded handling suspension system that makes cornering flatter and the ride stiffer.

The tested Grand Marquis, togged out in leather seats, antilock braking system, and base engine and suspension, came to $25,225. So what value do the Ford Crown Victoria and Mercury Grand Marquis offer? Take your pick for that great V-8 power, room for six, and rear wheel drive. But get better handling in the Crown Vic; plusher ride in the Grand Marquis.

Top 10 Vehicles in Hispanic Market

Model	1990 Unit Sales
1. Honda Civic	16,769
2. Chevrolet Cavalier	13,074
3. Honda Accord	11,653
4. Ford Escort	10,800
5. Nissan Sentra	10,232
6. Hyundai Excel	6,821
7. Nissan pickup	6,253
8. Geo Storm	4,831
9. Acura Integra	4,800
10. Ford Tempo	4,547

Source: Sales figures based on interviews with industry sources.

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The Pontiac Bonneville sport sedans have a new supercharged engine for that extra burst of power, and they love to take the turns with their quick response steering.

The Mazda 929 we tested is a trim-sized posh. It combines the luxury of leather seats with sporty handling and acceleration. The deep green (nearly black) paint job on our test car looked five miles deep. The 3L V-6 produces 158 HP, but the 929S version churns out 32 more pleasing HP.

The S, which is $24,825 versus $23,385, also provides stiffer front springs and bigger tires, and a standard antilock brake system. Feedback from the suspension and tires is a positive in this sporty smaller car.

Real luxury touches include leather interiors with heated seats. For the true sport car driver, the accelerator pedal is exceptionally accurate, allowing you to hold speeds as if on cruise control (which also works well). And the 929's fuel economy is on a par with the other tested cars—about 19 mpg city and 23 on the highway.

The 929 moves on a wheelbase (that's the distance between the front and rear axles) of 107 inches. For comparison, the Crown Victoria and Grand Marquis are on 114 inches and the Park Avenue Ultra on 111 inches. Generally, the longer the wheelbase, the easier the ride. But happily the 929's shorter wheelbase doesn't extract that penalty.

The car's comfort level is right up there with the rest. A large part of that is due to the generous seating arrangements. The rear drive tunnel means that only two can be comfortably accommodated in the back seat, but that's a small price to pay for the rear wheel drive.

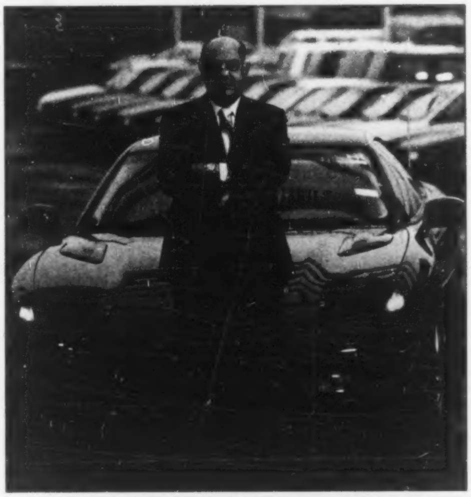
The Mazda 929 and 929S values: an easy-riding luxury sports coupe with four doors and rear wheel drive.

The Pontiac Bonneville, like the Buick, will come out this year with a supercharger for its 3.8L V-6. That's more necessary in a sports sedan like the Bonneville, where the handling lacks only that little extra burst of power. Otherwise the Bonneville rounds turns eagerly on its 111-inch wheelbase, exacting only a slightly hard but not harsh ride in exchange for its sporty, quick-response steering and suspension.

The Bonneville SSE version is even more performance oriented, but the SE has a spoiler, a full gauged instrument cluster, 16 inch performance tires, and a lower price tag (around $23,100). The SSE can also come with radio and heating/cooling controls on the steering wheel as an option. Smaller 15-inch tires and a lower price tag can be found with the LE version. A reskinned SSEi sedan will also come later this year with the supercharged V-6. It's easy to summarize the

Top 10 Dealers Smile at an Upscale Trend Among Hispanic Car Buyers

Are Hispanics going upscale? Yes, although the degree of the trend differs by geographic area, says the top grossing Hispanic auto dealer, Frank Galeana of Galeana Van Dyke Dodge. For example, in his Fort Myers, Florida Chrysler-Plymouth dealership, "they're moving into a bigger multipurpose unit," Mr. Galeana says. So he sells a lot of minivans: Plymouth Voyagers and Dodge Caravans that can haul six passengers and cargo.



Frank Galeana of Galeana Van Dyke Dodge (Michigan, Florida, South Carolina) is number 1 in the Top 10.

That may be one reason Mr. Galeana's sales—which come from four dealerships, two in Florida, one in Warren, Michigan, and one in Columbia, South Carolina—brought in $23.3 million more in 1990 than 1989, moving the company up one notch on the HISPANIC BUSINESS 500, from number 5 to number 4.

But that $165 million in receipts came to Van Dyke Dodge rather than competitors, Mr. Galeana says, because he puts on a happy face. And his managers put on a happy face. And his other employees put on a happy face. "I want my people to think positive. Anybody can lose money. Anyone can not sell cars because of all the economic reasons out there. We look positive." Still, which came first, the smile or the happy results of his keen business sense? This seasoned dealer must also credit his daily involvement with all four of the dealerships, a 10 percent profit sharing program for his managers, a policy of promotions from within, and strong inventory control. Each day each of Mr. Galeana's stores fills out a report on new and used car sales and grosses, and faxes it to wherever he happens to be. He reads these and discusses performance with each store "every morning and evening, regardless of where I am."

Top 10 Hispanic Auto Dealerships

	Company	CEO	# Employees	1990 Sales $ Million
1.	Galeana Van Dyke Dodge Warren, MI	Frank Galeana	269	$165.22
2.	Ancira Enterprises San Antonio, TX	Ernesto Ancira, Jr.	270	$138.37
3.	Frank Parra Chevrolet Irving, TX	Tim & Mike Parra	265	$120.00
4.	Lloyd A. Wise Oakland, CA	Anthony A. Batarse, Jr.	191	$98.00
5.	Gus Machado Enterprises Hialeah, FL	Gus Machado	100	$78.48
6.	Frederick Chevrolet Cadillac Lebanon, PA	Frederick C. Laurenzo	93	$44.63
7.	Metro Ford Miami, FL	Lombardo Perez	109	$41.39
8.	Troy Ford Troy, MI	Irma B. Elder	98	$39.85
9.	Stadium Lincoln-Mercury Youngstown, OH	Flor Navarro	40	$30.35
10.	Popular Ford Sales Brooklyn, NY	Harry Risso	65	$29.42

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As a result, inventory control is so tight that the Warren and Fort Myers dealerships carried no loans on car stock last year—the so-called floor planning loans. And "floor plan interest rates are one of the biggest expenses you can have," Mr. Galeana smiles. "You have to keep a lower inventory and turn it."

Also, "the fact that we are diversified, with dealerships in three states, spreads our risks," he smiles again. "If I had three or four dealerships at one location I'd either do very well or lousy."

Nearby in the Miami area, Ford dealers Gus Machado and Lombardo Perez also see Hispanics buying upscale and asking for the luxury extras. "It seems to be the trend," says Mr. Machado. "Even the full-sized trucks are getting fancier." "This market is sensitive to new design," adds Mr. Perez. "They're going for better equipped cars with more refinements and luxury items." That translates into good sales for the Ford Explorer and Crown Victoria (like the Mercury Grand Marquis, a redesign on the old chassis).

In Texas, where the overall economy has long suffered from heavy cloud cover, Ernesto Ancira's Ancira Enterprises scooped up almost $21 million more in 1990, up to $138.4 million from $117.6 million in 1989. He credits the full size Chevy truck and four-door S-10 Blazer. "They don't want a stripped down truck."

And in the San Francisco Bay area, Anthony A. Batarse observes that "Our buyers are upscaling every year. They're buying more expensive Hondas—moving from Civics to Accords and better options. It's very clear our Hispanic buyers are upgrading as they become more skilled in their jobs."

Pontiac Bonneville's value: big car room combined with a sporty, stylish package.

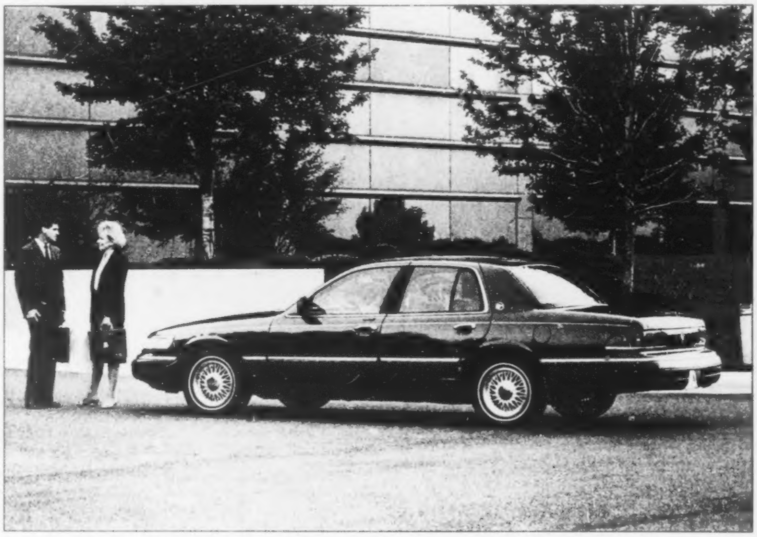
Our next test luxury automobile, the Dodge Grand Caravan, gets a sports handling package this year with a $24 rear sway bar. Don't be fooled. Before, it was a sharply angled box. Now it's a more rounded box. But that's good, because it means Caravan—with its 119-inch wheelbase—is still the family sized hauler it has always been. The Grand version is 15 inches longer than the regular Caravan, on a longer wheelbase. That means a more comfortable ride, lots of lean if pressed hard on turns, and about a million cupholders.

Buy the Caravan with the power seat; the manual adjustment isn't versatile enough. The four-speed automatic shifted flawlessly despite claims by some consumerists. Zero to 60 is around 12 seconds with the 3.3L V-6 of 150 HP. There's plenty of oomph on hills. Antilock brakes and all-wheel drive are available. The antilock system is worth the extra price for the additional safety and control. A nice touch is that you can't lock the power locked doors unless the ignition key is removed, so you can't lock your keys inside the car without really trying.

It has a sportier look, but inside, the Dodge Grand Caravan is still a family sized hauler with great, well engineered space.

Editor's note: Ralph Gray, who performed the Hispanic Business *road test reported here, is our automotive editor. A veteran in the industry, he started covering cars with the introduction of the first Ford Mustang in 1964. He has been an automotive reporter for the* Chicago Daily News *and* Chicago Today *newspapers, and has covered major league moter sports for those papers—from the Indianapolis 500 to the Daytona 500. Mr. Gray has covered cars from a marketer's standpoint as Detroit bureau chief for* Advertising Age *and* Adweek *magazines, and from a dealer's perspective as associate editor of the former* Ward's Auto Dealer *magazine.*

Made of sterner stuff, the 210 HP V-8 Ford Crown Victoria has no-nonsense power with a firm ride and flat cornering.



The Mercury Grand Marquis offers great V-8 power—a bigger 190 HP—in a new body with rear wheel drive and improved suspension for a smooth as velvet ride.

The Dodge Grand Caravan values: all that well engineered and comfortable room in a smoother package. Plus more cupholders and handy nooks and crannies for storage.

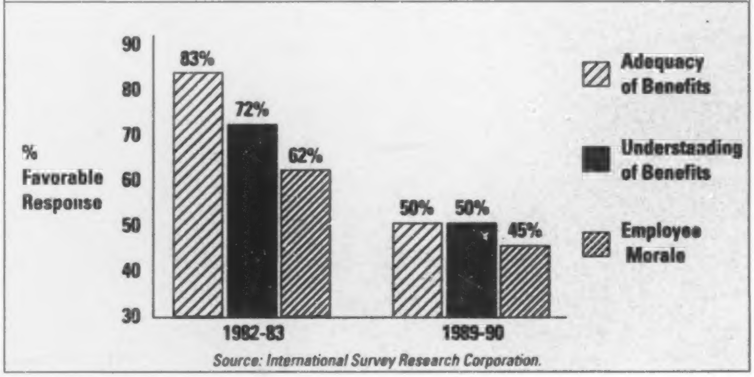
In summary, all of the upmarket autos we tested provide value. But the value is very different from car to car, to match a range of upscale buyer needs and wants.

percent of all mortgages. The act is meant to insure that mortgages will be granted based on the "real property" value, which should reduce the risks of unsecured real estate speculation. However, because the Mortgage Bankers Association argued that there are currently not enough licensed or certified appraisers in the country to comply with the act, the deadline has been extended from July 1, 1991 to December 31.

Tell Employees About Insurance Costs

As businesses try to find innovative ways to assume the rising costs of employee health coverage, the International Survey Research Corporation (ISR), a Chicago-based firm specializing in employee and management opinion surveys, cautions employers that there is a price to pay for trimming employee benefits. According to a survey of more than 112,000 employees of 28 major corporations conducted by ISR between 1982 and 1990, job morale has declined sharply among employees, and dissatisfaction with benefit programs has increased. In 1982, 83 percent of employees surveyed believed their benefits met their needs. Last year, this figure went down to 50 percent. This has been accompanied by a sharp decline in job morale. One solution, suggests ISR, could be to make employees aware of the cost increase employers are facing. The National Federation of Independent Business estimates that two-thirds of small businesses offer health benefits, although their premiums have gone up by 20 to 300 percent in the past year alone.

Employee Attitudes Toward Benefits



Source: International Survey Research Corporation.

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New Latin Council

The AT&T Commercial Markets/International Group has created a Latin Council that brings together New York business organizations to focus on the needs of Hispanic entrepreneurs.The council sponsored its first seminar, "Dollars and Sense in 1991," to help small and medium-sized companies deal with the recession. Topics included access to financing and selection of communications services. Luis Santiago, AT&T Hispanic markets manager, and Manuel Saenz, deputy commissioner of New York State's Department of Economic Development, co-hosted the event. Among the participants were Radames Montero, vice president of Small Business Lending at Citibank, Celso Sanchez of AT&T International Network Operations, and Peter Robinson of New York State's Department of Economic Development/International Division.

New Terminology: HUBs

A report from the U.S. Commission on Minority Business Development states that "successful minority businesses will never evolve until the public and private sectors stop viewing them as 'social causes.'" Part of the problem is semantic: The report suggests the term "minority business" be replaced with "historically underutilized business," or HUB. Other recommendations include incentives to prime contractors that use HUB subcontractors, creating a national strategy to capitalize businesses, and standardized certification for HUBs in federal contracting industries. The paper, titled "Interim Report 1990 Executive Summary," also outlines the commission's goal for this year: a review of the 8(a) program.

NALEO Conference

"Challenges Facing the Hispanic Agenda: A Vision of Advancement" is the theme for the 9th Annual Conference of the National Association of Latino Elected and Appointed Officials (NALEO), on June 27-29 in Anaheim, California.Co-hosts for the event are Fernando Niebla, CEO of Infotec Development, a software firm, and Orange County, California Supervisor Gaddi Vasquez. Seminar and workshop topics include political redistricting, empowerment strategies, Latin American free trade, education for advanced technical careers, and Hispanics and AIDS. In one session, representatives from Hispanic "think tanks" will discuss their research and how it affects the political agenda.

Computer Kids

A Census Bureau report on computer usage found that 37.5 percent of Hispanic children used a computer in 1989, compared with 47 percent of non-Hispanics. Hispanics between 3 and 17 years of age are "far less likely to have a computer at home than non-Hispanic children (9.6 percent versus 25.2 percent)." Access to a computer varied little among population groups, but the data indicate "greater overall usage patterns for mainstream and non-Hispanic children." Among adults, type of employment influenced computer use. People in managerial, professional, and technical jobs reported the highest levels of use. Adult Hispanics showed slightly lower rates of use than non-Hispanics (54 percent compared with 58.6 percent). The report, "Computer Use in the United States: 1989," found that regardless of ethnic background, computer use and ownership is strongly associated with education level and household income.

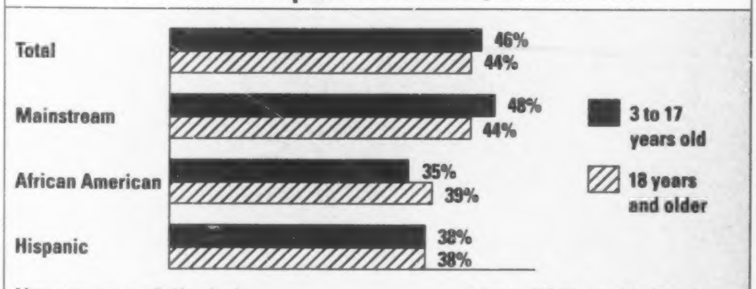
New Who's Who Names Names

More than 5,000 prominent Hispanics are included in *Who's Who Among Hispanic Americans*, published by Gale Research of Detroit. The list contains big names from the categories of sports, entertainment, medicine, business, academia, and politics. Each entry offers the person's career history, family background, organizational affiliations, address, and telephone. Three indexes—geographical, occupational, and ethnic/cultural—make it easy to pinpoint information. From Hector "Macho" Camacho to Ricardo Montalban, from Cesar Chavez to Frank Lorenzo, it's all here! Gale also publishes two other books of interest to Hispanics: *Hispanic Americans Information Directory*, a guide to associations, government agencies, and Hispanic media; and *Hispanic Writers: A Selection of Sketches from Contemporary Authors*.

Employment Machine

Have you ever wanted to type the name of a job applicant into a computer and watch it kick out a detailed personality analysis—just like in spy movies? Well, PBC TRAITESTR is the closest thing yet. Produced by PBC Systems of Dallas, PBC TRAITESTR is a PC-based computer program. First, the job applicant answers 150 questions, either in writing or directly into a computer. Then PBC TRAITESTR analyzes the responses and prints a report on traits such as honesty, personality type, work habits, and commitment.The PBC Profile has been declared "objective, unbiased and color-blind" by federal courts. The Equal Employment Opportunity Commission (EEOC) has found that the profiles conform with government regulations on employee selection.

The Use of Computers at School, October 1989



*Among persons enrolled in school.

Source: U.S. Bureau of the Census

Diversity & The Law

The law firm Popham, Haik, Schnobrich & Kaufman recently received a Leadership Award for promoting minorities in the legal profession. The firm, which has offices in Miami, Denver, Minneapolis, and Washington, D.C., sponsors three minority scholarships at the University of Minnesota and actively recruits minority lawyers to join its ranks. "Our strategic plan includes a commitment to aggressively seek out minority attorneys to join Popham Haik, and to support their growth and development within the firm to full partnership and leadership roles," says Marc Whitehead, CEO. The award was given by the Minnesota Minority Lawyers Association. Popham Haik represents clients nationally on matters of corporate and administrative law and litigation.

Money For The Asking

A list of financial aid resources for minority undergraduate students is available from the Civic and Community Relations Office of the University of Southern California (USC). Included are names of scholarships and granting organizations, eligibility requirements, contact persons, and deadlines for application. More than 25 of the scholarships are specifically for Hispanic applicants, particularly for students in media, business, and education. The booklet also contains instructions on how to successfully select and apply for scholarships. The list, "Some Financial Aid Resources for USA Minority Undergraduate Students, 1990-91," is free.

Franchisors Can Be Choosy

Business service franchisors have become increasingly selective about awarding franchises to applicants, according to Karin Somogyi, franchise sales executive with Adia Personnel Services, a national employment firm based in Menlo Park, California. A growing pool of former corporate executives who want their own business has made such selectivity possible. Adia has found that former corporate types with marketing and sales experience are among the most likely to succeed. Business services are "white collar franchises which have great appeal to corporate executives," says Ms. Somogyi. "The time is long gone when sufficient capital was all a prospect needed to buy a franchise."

Wanted: CEOs

This year the Association of Academic Health Centers (AHC) will launch a leadership program to prepare women and minorities for leadership posts in the nation's academic health centers. Currently, no woman holds the CEO position at any such center; African-Americans hold them at traditional black institutions; "and representation by Hispanics or other ethnic groups is rare," the AHC reports. "A similar profile is found among the deanships at our nation's medical and dental schools." The leadership program will utilize individual mentoring of promising candidates, plus management training, involvement in national and state health policy issues, working with current CEOs of health centers, and workshops.

Status Report Card

Hispanics are underrepresented on every rung of the educational ladder—and the rift widens at each successive level, according to a report from the American Council on Education. The study, "The Ninth Annual Status Report on Minorities in Higher Education," focuses on Hispanic demographics and "educational persistence," rather than enrollment. "Far too many students who enter college with the intent of attaining a four-year degree never reach their goal," the report states. Among 1980 high school graduates who entered college immediately after graduation, 42.3 percent of Hispanics earned a degree, compared with 54.3 percent among whites. "If colleges and universities are to succeed in increasing the rate of Hispanic educational success, they will have to target Hispanics well before they reach college," the report concludes.

Feds and HACU Join Forces

The Hispanic Association of Colleges and Universities (HACU) has formed a partnership with the U.S. Department of the Interior (DOI) to hold a series of regional conferences. The DOI will provide $94,000 for the events, which will teach institutions about securing contracts and research grants, and career development. HACU recently sponsored a conference on how the federal government itself can recruit from HACU institutions. (HACU represents schools where Hispanics constitute at least 25 percent of enrollment.) "This historic relationship between HACU and the federal government should result in tens of thousands of jobs for students from HACU colleges and universities," says HACU President Dr. Antonio Rigual.

Bachelor's Degrees by Race/Ethnicity and Sex

	1981	1985	1987	1989
Total	934,800	968.311	991,264	1,015,239
Men	469,625	476,148	480,782	481,687
Women	465,175	492,163	510,482	533,552
Mainstream	807,319	826,106	841,821	858,186
Men	406,173	405,085	406,751	406,656
Women	401,146	421,021	435,070	451,530
Hispanic	21,832	25,874	26,991	29,800
Men	10,810	12,402	12,865	13,920
Women	11,022	13,472	14,127	15,880

Source: American Council on Education's Ninth Annual Status Report on Minorities in Higher Education

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HEADLINERS

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HispanicBUSINESS

July 1991 Volume 13, Number 7

Photo by Minory Masujima

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Two of the top grossing headliners are a couple: Gloria and Emilio Estefan.

Photo by Santiago Ingoyen

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Photo of Julio Iglesias by Jesus Carrero. Cover design by Buffalo Brothers Studios West.

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DIRECT LINE

Entertainment is one of the world's fastest growing industries; certainly one of the most creative and exciting. This excitement is spilling over to Hispanic artists and professionals, many of whom are "crossing" from the Spanish language market to carve out niches in the much larger general market as well.

Indeed, entertainment is an industry poised for a Hispanic takeoff. The individuals featured in this issue have already reached its highest levels.

Box office hit "La Bamba," singing superstar Julio Iglesias, the Sheen-Estevez family of actors, and film star Raul Julia, who plays Gomez in Paramount's future release "The Addams Family," are not anomalies—they are harbingers of what lies ahead.

Their mega-salaries reflect the laws of the marketplace, of supply and demand, which decide who the top performers are and reward them so richly.

Our list of the year's top grossing "headliners" includes 20 entertainers, directors, producers, and writers whose annual gross income is at least $2 million. I can't imagine any other industry, with the possible exception only of professional sports, where the top Hispanics are earning anywhere near as much.

With this success also comes power, including a special power to further increase the Hispanic presence in entertainment, and therefore to make corporate America more aware of the Hispanic presence. Our research to assess Hispanic spending just on entertainment puts this presence at a conservatively estimated $6 billion a year for a wide spectrum of products and services—nearly $1,000 per family.

Big enough for mainstream America to take notice.

That is why HISPANIC BUSINESS has given such extensive coverage to an industry normally featured in less serious publications.

We have also interviewed pioneering Hispanic film and TV producers—the dealmakers—and the top Hispanic recording producers.

And we have examined new business opportunities for companies that would like to provide goods or services to the entertainment industry. For them, we have included a listing of minority vendor contacts within the country's 50 state film commissions. These contacts know which TV or film production units will be coming to town, and have information on whom to call about their needs on location.

Finally, we have assessed the progress of key support organizations that have been formed to further the interests of Hispanics in entertainment.

All in all, we've found that the business side of show business has a unique set of requirements. We hope that our investigation of the subject will be both an inspiration and an education, and we expect to see considerable progress in this sector during the coming few years.

In particular, we will keep close watch on our country's progress toward free trade with Mexico and other nations to the south, which undoubtedly will foster new and exciting opportunities in the entertainment sector for Hispanic entrepreneurs and artists.

Read this first HISPANIC BUSINESS Entertainment Issue and feature that.

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Hispanic Spending on Entertainment

Spending in this market has grown 50 percent since 1986.

By Rick Mendosa

Hispanics love the movies. They "go to the movies more, and in larger groups," reports market analyst Carlos Garcia of Garcia Research Associates in North Hollywood, California. For example, a survey done this year in San Diego by Market Development Inc. shows that a higher percentage of U.S.-born Hispanics than of the general public see five or more films a year.

But movie box office dollars are just one piece of the total Hispanic entertainment spending pie, and here's how we sized that pie.

We started with an unpublished 1988-89 U.S. Bureau of Labor Statistics "Consumer Expenditure Survey" based on interviews with 4,366 Hispanic families ("consumer units"). The survey found that the average family of 3.4 people spends $913 a year for entertainment. That works out to about $269 per person. Then, using the 1990 Census count of 22.354 million Hispanics, we multiplied to find total income spent on fun: about $6 billion a year.

That's an increase of nearly 50 percent just since 1985-86, when the results of a similar survey worked out to a little more than $4 billion in entertainment spending.

The 1988-89 survey also provided total disposable income per person, which works out to nationwide Hispanic disposable income of $133.5 billion—a good indicator of the survey's basic validity, since the Census Bureau's calculation of Hispanic spending power for that year was $135.2 billion.

Next, we cut the $6 billion pie into its components.

The "Consumer Expenditure Survey" also breaks spending per family down into four major categories of entertainment: "Audio & Video," "Fees & Admissions," "Pets, Toys, Playground," and "Other Supplies & Services." Again, we determined spending per person and multiplied by 22.354 million to get Hispanic expenditures for each category. Spending on Audio & Visual products, for example, equals about $2.452 billion a year.

We then secured current general market data from various industry associations and government surveys to break these categories down into subsegments. Because the "Consumer Expenditure Survey" data indicate that Hispanic spending equals 6 percent of overall market spending for Audio & Video and 3.5 percent for Fees & Admissions, we assumed the same percents for the subsegments as well.

The largest subsegment—video equipment—is $750 million, based on data compiled by the Electronic Industries Association. These data also indicate that color TVs account for more than half of all video equipment purchases, or more than $375 million for Hispanics. VCR and camcorder sales each account for about 20 percent of video equipment sales, or $150 million apiece.

And, based on data from the Video Software Dealers Association, we estimate the videotape sales/rentals subsegment at $717 million for Hispanics—almost as much as for video equipment.

As for audio equipment, the Electronic Industries Association data indicate that the largest single portion of the overall market—45 percent—is for "autosound equipment." Then, assuming that Hispanics spend $577 million on all audio equipment and follow the general market pattern, they spend about $260 million a year on audio equipment for their vehicles.

We went to the Recording Industry Association of America for data on U.S. spending for compact discs, cassettes, vinyl discs, and music videos. By our calculation, Hispanics spent about $131 million on CDs, which are seeing big growth, and $142 million on cassettes.

For the second broad market category, "Fees & Admissions," Hispanics spent approximately $1.229 billion in 1990. To determine the portion that went for movie admissions, we drew on data from a "Survey of Current Business" developed by the Bureau of Economic Analysis. Based on their research, Hispanics spent roughly $312 million at the movies last year.

Therefore, when box office dollars and money spent on video sales and rentals are added, Hispanic spending on feature films totals more than $1 billion a year.

Enough to signify big business.

Estimated Hispanic Expenditures on Entertainment, 1990

Category	$ Million
Audio & Video	**$2,452**
Video Equipment	$750
Videotape Sales/Rentals	$717
Audio Equipment	$577
CDs	$131
Cassettes	$142
Vinyl Discs	$7
Other *(Including musical instruments and home computers)*	$128
Fees & Admissions	**$1,229**
Movies	$312
Spectator Sports	$127
Other	$790
Pets, Toys, Playground	**$1,052**
Other Supplies & Services	**$1,269**
TOTAL	**$6,003**

Sources: U.S. Bureau of Labor Statistics, unpublished data from "Consumer Expenditure Survey, 1988-89"; U.S. Bureau of Economic Analysis, unpublished data from "Survey of Current Business"; U.S. Bureau of the Census, preliminary 1990 Census results; current industry data from Recording Industry Association of America Inc., Video Software Dealers Association; Electronic Industries Association.

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Cover Story

THE HEADLINERS

20 top grossing names in music, film, and TV.

By Michelle Vachon

In entertainment, as in society, visibility is power. All of the top grossing Hispanic film, TV, and music personalities listed here "cross over" to the general market, and in the process gain status and power. They are not just upping their price tags—they're opening the doors to the Hispanic presence, while making corporate America more aware of the Hispanic market's importance on a national level.

Large as the audience for Spanish-only artists may be, it is not now big enough by itself to put an entertainer among the top grossers. And while there are producers, directors, and writers sprinkled among the stars in the top 20, no studio executives made the list. We estimate, for example, that Hollywood Pictures studio head Ricardo Mestre brings in somewhere around $500,000 a year, while the cutoff for our list was an average of $2 million a year for 1990-91.

Such a ranking is important, we believe, because it provides the single most important measure of these artists' market penetration and professional standing from a business perspective.

The names at the very top of the HISPANIC BUSINESS headliners listing are in music, which tends to offer more audiences—for both live and filmed performances, videos, radio play lists, and recordings. Music also offers more opportunities for Hispanics because it continually grows out of popular tastes, whereas the film and TV industries are more controlled by a close-knit management group with nepotistic tendencies and a liking for proof of profits. No Hispanic has yet won salary and profit participation in a major blockbuster film, as Jack Nicholson did in "Batman."

Given the difficulty of obtaining information on celebrity income in the oddly public-but-media-shy entertainment industry, and given the time required to turn film, tour, or album projects into paying products, we have estimated each star's income generating power by considering a two year period—1990 and projected 1991.

While our numbers are based on a patchwork of information on "going rates" and productivity pieced together from literally hundreds of sources (see sidebar), these figures are all on the conservative side. Each bit of information has been tested and retested against information from other sources. And while the figures are admittedly only best estimates, we believe they represent a generally reliable ordering of the headliners' relative marketability and bargaining power today. As the listing gains visibility from year to year, we expect to receive validated figures from the headliners, as we do from the leading players in other industries we follow.

Importantly, we are not ranking by recognition. Notably absent from the list are several long-time big names, like Ricardo Montalban, a pioneer and activist, Jose Ferrer, and Rita Moreno. Also missing is writer-producer Luis Valdez ("Zoot Suit" and "La Bamba"), who has many projects in development but may not reap the payout until next year, and Anthony Quinn, who stars in three summer releases.

Also absent are at least two names that fans might wonder about: Lou Diamond Phillips ("Stand and Deliver" and "La Bamba") and musicman John "Jellybean" Benitez, who produces recordings for the biggest names in the business, including Madonna, Whitney Houston, and Niki Haris, and has his own new album out, "Spillin' the Beans." Mr. Phillips's press office now says he has no Hispanic blood, and Mr. Benitez just missed our two year income cutoff.

JULIO IGLESIAS

Born in Spain and at home in Miami, crooner Julio Iglesias unquestionably heads the list of top grossing Hispanics in entertainment. Year in, year out, he packs in an annual average of 140 performances. His latest recording, "Starry Night," has "turned gold" (sold more than 500,000 copies), grossing him nearly $1 million, and his current project, a Spanish-language album, will be released late in the year. He works so hard on public relations that a recent national poll of Hispanics found he is their third most admired living person after George Bush and Pope John Paul II. Mr. Iglesias regularly grosses about $60 million a year.

GLORIA ESTEFAN

Pop singer Gloria Estefan suffered a serious back injury in an accident on tour in March 1990, but was soon back making music. She just completed a 44 appearance tour of the U.S., Europe, and Japan at $100,000 per concert, and this month launches a grand U.S. tour that will last into the fall. Her 1989 album, "Cuts Both Ways," has sold 15 million copies, and "Into the Light," released in January, soon turned "platinum" (1 million sold). Born Gloria Fajardo in Cuba, she joined a group in 1975 called Miami Sound Machine. Her estimated gross is $13 million for 1990 and at least $30 million this year, and a film role was being discussed at press time.

TOP 20 Highest Paid Hispanic Headliners, 1990-91

(Gross revenues in $ millions)

Artist	1990	1991	2-year Total
1. Julio Iglesias	$60	$60	$120
2. Gloria Estefan	$13	$30	$43
3. Emilio Estefan	$7.5	$15	$22.5
4. Geraido Rivera	$10	$12	$22
5. Jerry Garcia (Grateful Dead)	$8	$8.5	$16.5
6. Charlie Sheen	$7.5	$8.5	$16
7. Emilio Estevez	$6	$5.5	$11.5
8. Linda Ronstadt	$3	$6.5	$9.5
9. Placido Domingo	$4	$5	$9
10. Andy Garcia	$2	$6	$8
11. Tito Puente	$3.25	$4.25	$7.5
12. Raul Julia	$4.25	$3	$7.25
13. Jose Feliciano	$3	$4	$7
14. Edward James Olmos	$0.25	$6.25	$6.5
15. Martin Sheen	$2.5	$3.5	$6
16. Jimmy Smits	$2	$3.6	$5.6
17. Cheech Marin	$1	$3.5	$4.5
18. Ruben Blades	$2.2	$2.2	$4.4
19. Gerardo Mejia	$1	$3.25	$4.25
20. Steven de Souza	$2	$2	$4

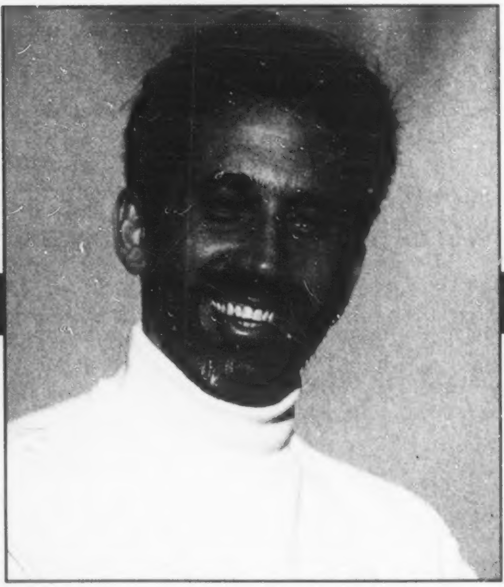

Photo by Brian Smith

EMILIO ESTEFAN

Cuban emigre music producer Emilio Estefan co-founded the Miami Sound Machine, heads a production studio called Crescent Moon supporting top English, Japanese, and American artists, and has produced the scores of numerous films including "Top Gun" and "Three Men and a Baby." He manages and co-produces wife Gloria Estefan's concerts, albums, and videos. His income includes a percentage on the sale of albums and singles he produces, and the usual fee for managing Ms. Estefan's appearances—bringing his estimated gross to $7.5 million for 1990 and $15 million in 1991.

Photo by William Hames

GERALDO RIVERA

Television personality Geraldo Rivera is a New Yorker of Puerto Rican extraction who went from journalism to talk show fame with a focus on "shock" subjects. "Geraldo," entering its fifth season, will start this fall on 165 television stations, and Mr. Rivera will produce and host a half-hour prime time investigative news magazine called "Now It Can Be Told," to air in 75 markets including New York, LA, and Miami. He has written four books, recently purchased a weekly newspaper, and is looking to purchase radio and TV stations. Last year he started the Maravilla Foundation, a nonprofit educational organization. His estimated income is $10 million for 1990, at least $12 million in 1991.

JERRY GARCIA

Rocker Jerry Garcia is the lead guitar and a music writer of the Grateful Dead, a '60s era band with phenomenal endurance due to a more than loyal, cultlike following of mixed-age fans known as "Deadheads." Mr. Garcia, whose father was Spanish, sometimes reveals his Latin roots in his music. The Grateful Dead sustains an active concert schedule that grossed them $30 million in 1990, bringing Mr. Garcia's likely annual income to around $8 million in 1990, $8.5 million in 1991.

Photo by Susana Millman

Photo by Ron Grover

CHARLIE SHEEN

Actor Charlie Sheen (born Carlos Estevez in New York City) has become the hottest member of the Sheen-Estevez family. The son of Martin Sheen (formerly Ramon Estevez), and brother of show business names Emilio, Ramon, and Renee Estevez, Charlie is a flexible talent. He played, for example, in "Ferris Bueller's Day Off," and "Wall Street," and just finished "Hot Shots," a new release by Twentieth Century Fox. Mr. Sheen gets close to $3 million per film, for probable grosses of $7.5 million last year, $8.5 million in 1991.

Photo by David James

EMILIO ESTEVEZ

Actor Emilio Estevez, Charlie Sheen's 28-year-old brother and son of Martin Sheen, and a star in "The Breakfast Club," doesn't limit himself to acting. For example, he wrote, directed, and co-starred in the comedy "Men at Work" with his brother, Charlie Sheen, and co-stars with Mick Jagger in the futuristic action adventure "Freejack," a Warner Brothers late fall release that just finished shooting. He plays Alex Furlong, a twenty-first century race car driver, to Mr. Jagger's ruthless bounty hunter. With a rumored asking price of $2.5 million per film, just slightly below his brother Charlie, his probable annual grosses are $6 million last year, $5.5 million this year.

LINDA RONSTADT

Tucson native Linda Ronstadt, whose father is Mexican American, has been a headliner for 15 years. She is a crossover singer alternating between country, Mexican mariachi folk music, pop, and rhythm 'n' blues, as in her recent platinum album, "Cry Like a Rainstorm, Howl Like the Wind." She reportedly makes $20,000 to $30,000 per concert, and while she probably grossed only about $3 million in 1990 should spring up to $6.5 million this year.

Photo by Robert Blakeman

Photo by Winnie Klotz

PLACIDO DOMINGO

Operatic tenor and conductor Placido Domingo is a Spanish native living in New York where he headlines in the Metropolitan Opera, making $75,000 to $125,000 per performance. His 1990 album, "Three Tenors," made with Luciano Pavarotti and Jose Carreras has sold more than 1 million, and his own album, "Be My Love," has been a top seller for more than three months. During the Met's fall season he will star in the opera "La Fanciulla." We estimate his gross at $4 million last year, and $5 million in 1991.

Photo by Timothy White

ANDY GARCIA

Film Actor Andy Garcia is the hottest Hispanic commodity in Hollywood, following a $1 million performance in "The Godfather Part III" that won him an Oscar nomination for the role of Vincent Mancini and a going rate of about $3 million. This versatile Cuban born star, whose marketability comes from his combination of talent, attractiveness, and skill, is now negotiating with Paramount for a role in a film about Havana with the working title "The Lost City." Mr. Garcia was only five when his family left Havana to settle in Miami Beach, and works hard to bring more Hispanics into the studio system. His estimated gross is $2 million for 1990, $6 million in 1991.

TITO PUENTE

Known as the "King of Latin Jazz," Tito Puente has been making music for 50 years as composer, vocalist, musician, arranger, and conductor. Now completing his 100th album, this New Yorker of Puerto Rican parentage made two videos last year—with Sheila E (Escovedo) and with Bill Cosby—and three Woody Allen films. He gives close to 200 concerts a year, with probable grosses of $3.25 million in 1990, and $4.25 million this year.

Photo by Melinda Sue Gordan

RAUL JULIA

Established Broadway actor Raul Julia is also making a career in film. This Puerto Rican native's recent films include "Romero," "Presumed Innocent," and Paramount's "The Addams Family," in which he plays the role of Gomez, scheduled for Christmas release. Known to casting agents on both coasts as an actor's actor, he's playing Othello in the New York Shakespeare Festival with a shot at Broadway this fall, and at more than $1 million a film we estimate his gross at $4.25 million last year, $3 million this year.

JOSE FELICIANO

Pop, Jazz, and rock guitarist Jose Feliciano still sells a lot of records after three decades in the business, and now produces them. More than 40 of his albums have gone gold or platinum, including the three most recent. He has also won six Grammys, the only artist ever to win in two language categories. Born blind in Puerto Rico and raised in New York as part of a family of 11 boys, he started making music at age three and now performs about 60 concerts a year at $20,000 to $30,000 each. Already this year he has toured Peru and Puerto Rico (twice) and played a major date at Madison Square Garden. His estimated gross is $3 million in 1990, $4 million this year.

EDWARD JAMES OLMOS

Film and TV star Edward James Olmos is a Mexican American actor-producer from East LA whose income varies because he chooses projects based on what he likes and its benefit for Hispanics. He won an Emmy for "Miami Vice" and an Oscar nomination for "Stand and Deliver," and just finished "Talent for the Game." He's now producing "American Me" with Universal. His probable gross is $.25 million last year, and $6.25 million in 1991.

Photo by Francois Duhamel

Photo by Ron Grover

MARTIN SHEEN

Stage, film, and TV actor Martin Sheen appeared in "Wall Street," made his directing debut in the 1991 Republic Pictures film "Cadence," starring himself and sons Charlie Sheen and Ramon Estevez, and won an Emmy for directing the TV special "Babies Having Babies," in which he worked with his daughter, Renee Estevez. He draws about $1.5 million for big budget film roles, somewhat less than his sons because of their greater box-office appeal, and we estimate his gross at $2.5 million last year, $3.5 million for 1991.

JIMMY SMITS

Actor Jimmy Smits won an Emmy for his role as Victor Sifuentes, an idealistic Hispanic attorney, in the long running prime time TV series "LA Law." A Brooklyn native of Puerto Rican extraction, he also appears in "The Old Gringo" and two just released films, Warner Brothers' "Switch," in which he plays a comedy role as the friend of a man who comes back to life in the body of a woman, and Pathe's "Fires Within," a romantic drama with Greta Scacchi ("Presumed Innocent") about Cuban exiles in America. At $50,000 to $60,000 per "LA Law" episode and $1 million per film, his likely grosses are $2 million last year, and at least $3.6 million in 1991.

CHEECH MARIN

Cheech (Richard) Marin made eight films generating $100 million as part of the duo Cheech & Chong, then in 1987 split off to write, direct, and star in "Born in East LA" for Universal. He starred in "Shrimp on the Barbie" for United last year, is developing "The Gardener" with Columbia, and his company—One Bean Productions—has developed a Hispanic TV sitcom, "Culture Clash," for Fox. His estimated grosses are $1 million last year, $3.5 million in 1991.

RUBEN BLADES

Panamanian Ruben Blades, "The closest thing around to a Renaissance man," is a salsa star, song writer, film actor, and a lot more. He is also a Harvard educated lawyer who plans to return to Panama to run for political office. He appeared recently in "The Two Jakes" with Jack Nicholson, and stars in Twentieth Century Fox's late summer comedy, "The Super," in which he plays a crafty street hustler. We estimate that he earns $1 million plus per film, and should at least match his estimated 1990 gross of $2.2 million this year.

GERARDO MEJIA III

Ecuadorian born rapper Gerardo Mejia III ("Gerardo," pronounced with a hard "g") is at the cutting edge of pop music with a Latin beat and flavor. His recent funk rap single, "Rico Suave"—a "nifty blend of exotic word play and chugging, hip–hop beats," according to *Billboard* magazine—has gone gold. His video for "Rico Suave," which shows off his legendary skill as a street dancer, was the first all–Spanish video ever aired on MTV. He starred in Dennis Hopper's controversial film "Colors," and is now on a 30 concert "Club MTV" tour at $40,000 to $60,000 per appearance that should boost his estimated gross from $1 million in 1990 to $3.25 million this year.

STEVEN E. DE SOUZA

Not surprisingly, Steven E. de Souza is one of Hollywood's highest paid script writers. A Philadelphian with an "ethnic quilt" Spanish and Portuguese background by way of the Caribbean (one cousin is the Rabbi of Jamaica, another cousin is black jazz artist Monty Alexander), he has worked on many recent blockbusters at $500,000 to $750,000 per script, including "Die Hard," "Die Hard II," and "48 Hours.~~" After~~ moving to LA in 1976, Mr. de Souza wrote literally scores of episodes for Universal Studios' many television series as a contract writer. He then moved to Paramount when they offered to make him a TV producer as well as a writer. Three of his screenplays are now under development by Warner Brothers, to star Arnold Schwarznegger, Chevy Chase and Bruce Willis, respectively. He wrote and directed part of the new HBO series "Tales of the Crypt," which just started airing, and should equal his estimated 1990 gross of $2 million in 1991.

Photo by Elliot Gilbert

About Our Sources

Our estimates of the Hispanic headliners' 1990-91 grosses were developed through a multiple-source method of digging, cross-checking, and checking again. The figures we considered came from managers, publicists, press agents, lawyers, industry experts, trade publications and statistics, as well as networks, film studios, and recording labels. In each case, the final figures are the "most likely" and always on the conservative side.

To the many, many people who have helped us, we extend our sincere thanks. In particular, we thank our Entertainment Issue Consultant Alan Gansberg, who helped us locate sources and assess the results. Mr. Gansberg, a well known TV script writer and author who is now working on a Paramount screenplay for Whoopi Goldberg, was the editor of *The Hollywood Reporter* for six years.

AUGUST 1991

$2.00

Hispanic BUSINESS

Fast Moves in a Slow Season

The 100 Fastest Growing Companies

HispanicBUSINESS
August 1991 Volume 13, Number 8

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George Loera's consulting firm is the second fastest growing company.

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So far Ramon Quintero is the only White House Conference state chair.

BPA MEMBERSHIP
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ProServe Inc. CEO Joe Aragon. Photo by Dave Neligh. Cover design by Buffalo Brothers Studios West.

DIRECT LINE

On the heels of an extraordinary effort by the Hispanic business community to influence congressional fast track authorization for negotiation of a free trade agreement with Mexico, the White House on July 1 found a remarkably insensitive way to say thanks.

The White House announcement on that black Monday regarding the Supreme Court nomination was essentially a public announcement that merit had been brushed aside in favor of political hardball.

It stands as a sterling lesson that should be—must be—highlighted in this country's schools, including the elementary grades. Hispanic teachers at all levels ought to spend considerable time dwelling on the meaning of the July 1 decision in all of its ramifications. To teach the children at a very early age about the real world. To prepare them.

William Schneider of the American Enterprise Institute called the nomination "a worse than tokenism choice." Worse. Calls around the country to lawyers and professionals in government, to persons who have been true-blue supporters of the Administration, produced the same response: indeed universal dismay.

The only respectable alternative that remains is to fight the confirmation of the nominee vehemently. To write as many letters and make as many calls as it takes to congressional representatives and senators to block this abominable nomination.

No wonder the place to be in the 1980s and 1990s has been business rather than politics or government. Creative energy is best spent grappling with the markets. Where you can see results and a return on your investment.

That's why the annual 100 Fastest Growing Companies issue has always been one of my favorites. This is our chance to zero in on some of the most innovative and vigorous entrepreneurs in the country, and there's always something to learn.

This year we were taken aback. In a recessionary period marked by the need for realistic projections, these 100 companies are astonishing.

Starting from total sales of $156 million in 1986, they were at $1.1 billion four years later. That's 608 percent growth, and it's a record.

The fastest growing firm of all is McBride & Associates Inc. of Albuquerque. This computer systems and services firm headed by CEO Teresa McBride posted growth of nearly 5,000 percent between 1986 and 1990—a rate of growth so intense it dizzies the mind.

But then the fastest growing list is not a place you'd want to be if you're bothered by heights. Managing a company that's moving this fast is like being on a circus high wire. You're on top, everybody's watching, balance is crucial, and you can fall at any time.

In fact when you cut through the dazzle of it all, it's excellent management that got these companies where they are. And it's really good management, not growth, that this issue is all about.

In line with that theme, we also examine a management process for achieving continuous quality improvements that's now gaining favor in the United States after several decades of success in Japan (see "When the Guru Came Home").

Quality. At least it still matters in the private sector.

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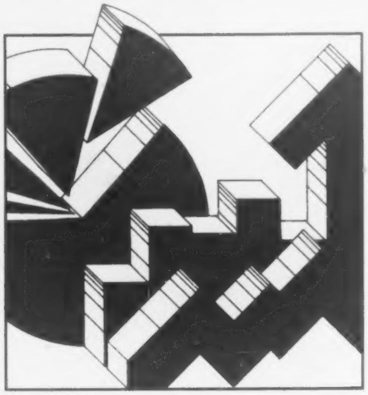


Credit Unions: Doing Just Fine!

America's credit unions were scrutinized recently and passed with flying colors. According to a newly released study entitled "The Credit Union Industry: Financial Condition and Policy Issues," deposits at federally insured credit unions are safe and sound, and present no threat to taxpayers. The authors of the study, economists James R. Barth and R. Dan Brumbaugh, say that the credit unions' $2 billion insurance fund has the strongest equity to insured risk ratio of any type of financial institution. In other words, even if a few credit unions should fail, the credit union reserve would be sufficient to repay depositors without taxpayer assistance. "Although credit unions have roughly doubled their equity in home real estate in the past decade," explains Mr. Barth, "they have stayed away from high risk commercial real estate, leveraged buyouts, and international debt loans, with which banks are currently struggling."

Capital Available to Minority Businesses

A trade association and an investment management company have joined forces to create a $200 million fund to provide capital to minority entrepreneurs. The National Association of Investment Companies (NAIC), which represents more than 150 venture capital funds, and Bigler Investment Management Company, a Farmington, Connecticut-based firm that manages venture capital programs for 29 institutions, plan to set up the fund by late fall, and have minority group members manage it once in place. "Capital for minority businesses has been scarce," observes JoAnn H. Price, NAIC president. "This venture offers tremendous opportunities to existing entrepreneurial talent in the marketplace." The multi-million dollar project comes at a time when public service pension funds and some private corporations with a large minority workforce are under pressure to offer financing to minority-owned businesses.

Mutual Funds in Plain Terms

American Capital Management & Research—a Houston-based mutual fund investment firm—has released two booklets on the basics of mutual funds. Available free of charge, the first booklet, entitled "Benefits of Mutual Fund Investing," explains the nature of mutual funds and the types of funds available to investors, and gives tips on how to choose a fund to fit one's needs and expectations. The second booklet, "The language of Mutual Fund Investing," is a glossary of financial terms commonly used to describe the characteristics of particular funds. "A lot of information out there is confusing," says Sheila Horn, vice president and director of corporate communications at American Capital. "We want the public to understand what mutual funds are, so that they can decide if it's the kind of investment they are looking for."

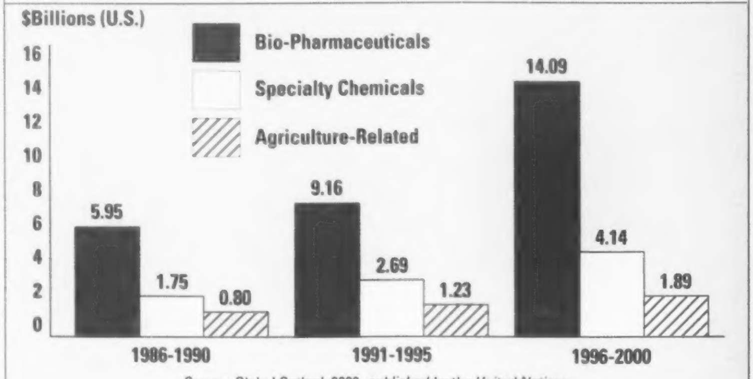
Biotechnology is In

In its report entitled "Global Outlook 2000," the United Nations projects that commercial output of biotechnology products such as biopharmaceuticals and new chemicals for agriculture will grow by 9 percent a year to reach $20 billion in worldwide sales by 1996. Products may range from synthetic molecules used for storing computer information, to bovine growth hormones used to increase milk production. Close to 200 companies are involved in biotechnology research in the United States at the moment. Should one rush and invest in them? "I recommend less than 10 of them right now," emphasizes Jeffrey Casdin, senior vice president of the New-York based brokerage firm of Oppenheimer & Company. "It's a high risk, high capital, very complex field. If you are careful and invest in a successful company, it can become extremely profitable. But any investor should view biotechnology companies as long term buys."

Let's Keep it in the Family

A reminder from Coopers & Lybrand (C&L), a New York-based mergers and acquisitions group: a business is now treated like any other asset of a business owner's estate in a succession. "Federal estate taxes, currently reaching 55 percent, are applied to all the property of a business owner upon his or her death," explains Ed Granski of C&L. "The tax liability can greatly affect the continued success of the business." A U.S. citizen and resident has a credit of $192,800 against estate tax, which shelters $600,000 of a person's assets from tax. But, says Mr. Granski, business owners' estates usually amount to more than that. Some planning methods—special use valuation, deferral of taxes—can reduce the impact of the future tax, as long as such methods are integrated into a comprehensive estate and business plan prior to the owner's demise.

World Biotechnology Market—Five Year Averages



Source: Global Outlook 2000, *published by the United Nations.*

THE 100 FASTEST GROWING COMPANIES

BREAKING THE SPEED

While American business slipped deeper into the downturn last year, the 100 fastest growing Hispanic-owned companies shifted into hyperdrive.

The total sales of these 100 companies zoomed up 608 percent in the four-year period 1986 through 1990—a rate that exceeds any tabulated in the seven years **HISPANIC BUSINESS** has been clocking company growth. Last year, for example, the companies that made our 100 fastest growing list had increased 390 percent during the preceding four years.

There is no ready explanation for the energy of the 100 during this period of sluggish national performance. Neither is there a quantifiable explanation for the vigorous health of America's Hispanic business sector overall. As we reported in June, the total sales of the **HISPANIC BUSINESS** 500 grew 8.1 percent last year, outpacing all the typical market indexes including an anemic 1 percent increase in the GNP.

We have been besieged by media representatives asking us to explain this phenomenon. Now the unprecedented record of

TOP 10 *Companies by Growth, 1986-1990*

	Company	1986 Sales $Million	1990 Sales $Million	Percent Increase	Description
1	McBride & Associates Inc.	$.33	$16.96	4,970%	Computer Products/Services
2	Chicago United Industries Ltd.	.12	4.99	4,058	Municipal Contract Consulting
3	ProServe Corp.	.16	6.48	3,930	Food Service
4	CareFlorida Inc.	1.50	60.00	3,900	Health Insurance
5	HJ Ford Associates Inc.	.12	4.50	3,650	High-Tech Engineering Systems
6	Deneba Systems Inc.	.19	6.12	3,112	Microcomputer Software Mfg.
7	La Pizza Loca Inc.	.35	10.00	2,757	Pizza Restaurants
8	Uniglobe Advance Travel	.11	3.07	2,717	Travel Service
9	T.R. Companies	.50	12.50	2,382	Fin./Ins./Comp. Services, Emp. Leasing
10	Hernandez Engineering Inc.	.56	12.27	2,104	Engineering Services

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LIMIT

this year's 100 fastest growing companies will no doubt renew the speculation.

We do know that most of the 100 companies are young. Also, from talking with their CEOs we know they have strong, flexible entrepreneurs at the wheel, ready to detour and find better ways of doing things—right now. Many of them have exploited new market needs. They share an astounding work ethic. And most of them began by risking everything, including the house or family car if necessary, for a chance to make their visions real.

Teresa McBride, CEO of McBride & Associates in Albuquerque, runs the fastest growing Hispanic-owned company in the country—with 1990 sales of $17 million in computer systems and support.

Importantly, **HISPANIC BUSINESS** establishes a minimum baseline sales requirement of $100,000 in the first year of measurement to avoid including companies that showed phenomenal growth because they started from a very low base. Furthermore, by considering performance over a period of five years, we can sift out firms that don't survive the start-up phase, and discount quick or one-time growth spurts.

But sales are one thing—profitability is another. The 100 fast growing businesses have been profitable too. Twelve of them report returns on sales of 16 percent or more; another 40 fell in the 6 to 15 percent profit range, and 37 earned 2 to 5 percent. Only one company reported a loss in 1990.

Maybe because the 100 were managing for maximum growth and reach rather than consolidating, total current employees increased from 12,720 for last year's list to 13,636. And productiv-

TOP 10 *by Sales*

	Company	1990 Sales $Million
1	Cal-State Lumber Sales Inc.	$104.02
2	CareFlorida Inc.	60.00
3	RJO Enterprises Inc.	59.72
4	Pacifica Services Inc.	55.70
5	Colsa Inc.	46.02
6	Gato Distributors	39.07
7	Advanced Sciences Inc.	38.72
8	Vincam Group Inc. (The)	32.60
9	TAMSCO	31.60
10	Microretailing Inc.	26.00

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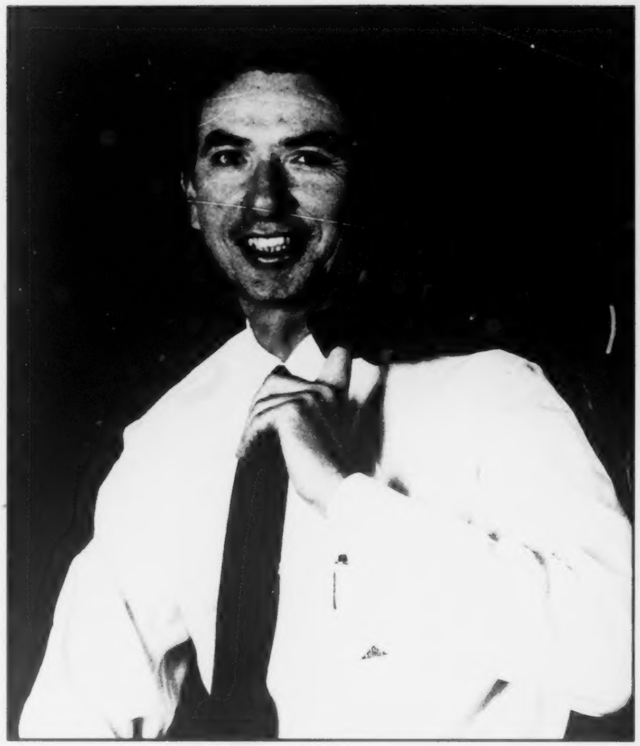
THE 100 FASTEST GROWING COMPANIES

ity—sales per employee—declined to $80,826 in 1990, from $88,841 for last year's group.

The composition of the 100 changed too. Although 41 of the companies in last year's 100 made it again this year, a look at sales by industry sector shows a shift. The service sector increased from 38 to 51 percent of total sales (and from 40 to 44 companies). Manufacturing grew from 7 to 12 percent of sales (from 7 to 17 companies). Construction shrank from 17 percent to 6.5 percent (from 17 companies to 11). The finance sector, which claimed three companies last year, is not represented at all.

Geographically, about half of the fastest growing companies are clustered in three sunbelt states—Florida with 21, California with 19, and Texas with 14. The Miami area alone accounts for 19 companies, Los Angeles for 12, and Houston nine, which is pretty impressive for that struggling city.

While Los Angeles was home to all but one of the California firms in 1990, the state's hottest companies are more dispersed this year. San Diego, a key city for companies contemplating escalated international trade with Mexico, has three of them, including the biggest firm on the list—Cal-State Lumber Sales Inc.



Jorge Alducin propelled HJ Ford Associates Inc., a Virginia-based engineering company supporting remote controlled military robotics, to fifth place on the fastest growing list.

Cal-State is a wood products import/export company that grew from $9 million to $14 million between 1986 and 1989. Then last year, when the company finished its plant in Tijuana, "sales went like a rocket" says CEO Benjamin Acevedo, to more than $104 million. Even at that, Cal-State ranked only 23 on the 100 in terms of percent growth.

Number 1 on the listing is McBride & Associates, a $17 million Albuquerque-based computer equipment and services firm with compound annual growth of 167 percent since 1986. This company, which moved up from number 3 on the listing last year, is headed by 29-year-old Teresa McBride. Ms. McBride claims her company has if anything benefited from recession. Companies tend to contract for outside computer services in hard times rather than adding to full time staff, she says.

Meanwhile, McBride & Associates itself is now staffing up to support some new contracts, which its young CEO attributes to the beginning of an economic upturn. "We're busy getting ready," she says simply.

Percentage of Total Sales by Industry, 1990

Industry	Sales $Million	Percentage
Service	$557.63	50.60%
Food	45.92	4.10
Construction	71.50	6.49
Transportation	16.42	1.49
Wholesale	205.06	18.61
Manufacturing	132.55	12.03
Retail	66.07	6.00
Diversified	7.00	.64
Finance	.00	.00
	TOTAL	$1,102.14

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The second fastest growing company is Chicago United Industries Ltd., with compound annual growth of 154 percent and sales of $5 million. Like Ms. McBride's company and perhaps the majority of firms on the list, Chicago United's success depends on its skill in securing contracts. "I sell products to government agencies—everything from A to Z," says CEO George Loera. "Some people are afraid of these big bureaucracies; think they're too hard to deal with. But you just have to look through the smokescreen to ascertain what they want." Mr.

THE 100 FASTEST GROWING COMPANIES

Loera started out to be a consultant, not a contractor. But his initial attempts to help other companies prepare bids for contracts with municipal agencies in the Chicago area met with failure. "Being naive, I didn't realize there would be a lot of opposition to the new kid on the block," he remembers. "You can't keep knocking your head against the wall, so I shifted gears."

And finding bureaucratic smokescreens easier to get through than brick walls, the company now gets 90 percent of its revenues from public sector contracting.

The third fastest growing company, Denver's ProServe Corp., is a food service contractor. ProServe, with $10 million in annual sales and 152 percent annual growth, owes its success to an emphasis on quality at low cost. Proserve has focused on government and military contracts since its founding in 1985, and won an award last year for providing the best Air Force base food service program in the world.

The next step, says CEO Joe Aragon, is to pursue private sector contracts, competing on cost with the established national food service giants.

CareFlorida Inc. is a health maintenance organization (HMO) that got to be number 4 in growth by grasping opportunities in the fast evolving health care industry. With 1990 sales of $60 million and compound annual sales growth of 151 percent, Miami-based CareFlorida is also the second largest company in the list. Much of its growth has come in just the past two years, since CEO Paul Cejas stepped in.

Teresa Rodriguez, CEO of T.R. Companies in Houston, provides business services to a market that includes increasing numbers of clients in Mexico and South American countries.

Number 5 on the list, HJ Ford Associates Inc. of Arlington Virginia, is in a very specialized sector—military robotics. HJ Ford has sales of $4.5 million and is growing at a compound annual rate of 147 percent. According to CEO Jorge Alducin, it is "the single largest engineering services company now supporting remote controlled military vehicles such as Cruise missiles." Certainly the firm has found a new orbit since Mr. Alducin founded it as a light construction company just 10 years ago.

Number 6, Deneba Systems Inc. of Miami, is a computer software manufacturing firm with compound annual growth of 138 percent and sales of $6.1 million. One of their programs, a graphics package called "Canvas," is reportedly the best selling program for technical illustration on the Macintosh computer. According to Deneba's three equal partners, Manuẽl Menendez, Joaquin de Soto, and Jorge Miranda, their next steps are to release the program in five additional languages to capture the international market, and to adapt it to run

TOP 10 *by Employment Growth, 1986-1990*

	Company	New Emps	Growth %
1	ProServe Corp.	445	8,900%
2	HJ Ford Associates Inc.	59	2,950
3	Pueblo Broadcasting Corp.	58	2,900
4	Valor Financial Group	130	2,167
5	META Inc.	71	1,775
6	La Pizza Loca Inc.	660	1,650
7	NFT Inc.	33	1,650
8	Comprehensive Technologies Int'l Inc.	303	1,377
9	Deneba Systems Inc.	39	1,300
10	Spanish Foods Inc.	38	1,267

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THE 100 FASTEST GROWING COMPANIES

on IBM compatibles, which represent an additional market.

La Pizza Loca of Buena Park, California is the seventh fastest growing company. Managed by 28-year-old pizza maven Alex Meruelo, who was just 22 when he started the company in 1986 to cater to pizza-loving Hispanics, the La Pizza Loca chain now includes 25 restaurants in Los Angeles and nearby Orange County. With 700 employees, Mr. Meruelo is the third biggest employer among the 100 fastest growing. He currently savors annual sales of $10 million, a compound annual growth of 131 percent, and a plan to open another 10 outlets this year. The pizza-crazy young capitalist also just sold his first franchise and believes he can sell 10 to 15 more before 1992.

Meanwhile, the CEO of the eighth fastest growing company is happy as a franchisee. Ramona Martinez of Denver-based Uniglobe Advance Travel holds a franchise of Uniglobe Travel. With 1990 sales of $3 million and compound annual growth of 130 percent, Ms. Martinez says she skirted the national and local recessions by focusing on the business market rather than tourist travel, and investing early in marketing and sales assistance. At least 60 percent of the company's billings come from commercial business.

Other business survivalists giving the lie to rumors of metropolitan demise are Houstonians Teresa Rodriguez, CEO of T.R. Companies (number 9), and Miquel Hernandez, CEO of Hernandez Engineering Inc. (number 10). T.R. Companies, which provides diversified business support services ranging from accounting to employee placements, has not suffered "because we picked up a lot of wealthy Mexican and South American clients," says Ms. Rodriguez. In fact with sales of $12.5 million and compound annual growth of 123 percent, you'd have to say they've prospered.

"Skyrocketed" could be a better word for Mr. Hernandez's company, which is a major contractor supporting the U.S. space effort with engineering and technical training services. With sales of $12.3 million in 1990 versus $3.7 million the year before, Hernandez Engineering has a compound annual growth rate of 117 percent.

To them and all the others: we applaud the successful liftoff.

Inside THE 100

Number of Companies by Industry

Service	44
Construction	11
Wholesale	10
Retail	6
Manufacturing	17
Food	7
Transportation	4
Diversified	1
Finance	0
Agriculture	0

Total Sales 1990	$1,102.14 Million
Total Sales 1986	$155.73 Million
Percent Increase	608%
Avg Sales/Employee 1990	$80,826
Avg Sales/Employee 1986	$47,134
Percent Increase	40%
Total Employees 1990	13,636
Total Employees 1986	3,304
Percent Increase	313%

Number of Companies by Profit Range

16% or More	12
6%-15%	40
2%-5%	37
0%-1%	8
Loss	1
No Answer	2

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TOP 10 *by Employment Growth, 1986-1990*

	Company	Sales/Emp. ($M)
1	High Coffee Corp.	$2.48
2	Rivasal International	2.42
3	Plastec U.S.A. Inc.	1.77
4	Andes Chemical Corp	1.60
5	Cal-State Lumber Sales Inc.	1.35
6	Chicago United Industries Ltd.	1.25
7	Dumont Electric	0.90
8	Mazal Fuel Co. Inc.	0.69
9	McBride & Associates Inc.	0.68
10	ITC Personnel Services	0.65

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THE 100 FASTEST GROWING COMPANIES DIRECTORY

		Sales Growth 1986-1990		Gross Sales*		Profit Range**		No. of Employees		
Rank	Company/Location/Type Business	Percent Increase	Compound Annual Rate	1986	1990	'86	'90	'86	'90	Year Started
1	**McBride & Associates Inc.**, Albuquerque, NM Computer Products/Services	4970.44	166.85	$0.33	$16.96	AA	CC	3	25	1985
2	**Chicago United Industries Ltd.**, Chicago, IL Municipal Contract Consultant	4058.33	153.94	0.12	4.99	EE	CC	2	4	1986
3	**ProServe Corp.**, Denver, CO Food Service	3930.14	151.96	0.16	6.48	AA	BB	5	450	1984
4	**CareFlorida Inc.**, Miami, FL Health Insurance	3900.00	151.49	1.50	60.00	EE	CC	40	120	1973
5	**HJ Ford Associates Inc.**, Arlington, VA High Tech Engineering Systems	3650.00	147.46	0.12	4.50	AA	AA	2	61	1981
6	**Deneba Systems Inc.**, Miami, FL Microcomputer Software Manufacturing	3112.13	138.07	0.19	6.12	AA	AA	3	42	1986
7	**La Pizza Loca Inc.**, Buena Park, CA Pizza Restaurants	2757.14	131.20	0.35	10.00	CC	BB	40	700	1986
8	**Uniglobe Advance Travel**, Denver, CO Travel Services	2717.45	130.39	0.11	3.07	BB	BB	4	10	1986
9	**T.R. Companies**, Houston, TX Accounting, Insurance, Computer, Employee Services	2381.94	123.20	0.50	12.50	AA	AA	6	20	1984
10	**Hernandez Engineering Inc.**, Houston, TX Engineering Services	2104.44	116.68	0.56	12.27	CC	CC	17	215	1983
11	**Pueblo Broadcasting Corp.**, Houston, TX Television Broadcasting—Spanish	2056.29	115.49	0.44	9.46	BB	DD	2	60	1984
12	**Comprehensive Technologies Int'l Inc.**, Chantilly, VA Software Development/Systems Integration	2041.89	115.13	0.92	19.70	CC	CC	22	325	1980
13	**Arcom Electronics Inc.**, San Jose, CA Data Communications Hardware Distribution	1855.39	110.29	0.42	8.15	—	EE	3	25	1985
14	**F. Gavina & Sons Inc.**, Vernon, CA Specialty Coffee Roasting	1635.55	104.11	1.38	24.00	CC	CC	60	100	1967
15	**NFT Inc.**, Golden, CO Nuclear & Hazardous Waste Management	1610.24	103.36	0.17	2.96	AA	BB	2	35	1984
16	**Gato Distributors**, Miami, FL Wholesale Beer Distribution	1304.35	93.58	2.78	39.07	—	—	85	125	1986
17	**META Inc.**, Miami, FL Computer and Environmental Management Services	1300.00	93.43	0.40	5.60	BB	CC	4	75	1980
18	**Spanish Foods Inc.**, Miami, FL Canned Foods	1261.68	92.10	0.80	10.89	CC	CC	3	41	1986
19	**Dumont Electric**, Sparta, NJ Electrical Supplies	1219.65	90.60	0.34	4.50	CC	CC	2	5	1983
20	**Copier Depot**, Miami, FL Copiers and Supplies Export	1212.50	90.34	0.16	2.10	AA	AA	4	23	1980
21	**North American Trade Corp.**, Houston, TX Export/Import Distribution	1201.18	89.93	0.47	6.15	AA	CC	6	12	1984
22	**Abbey Moving & Storage Co.**, Glendale, CA Moving & Storage	1160.75	88.43	0.19	2.35	AA	BB	8	35	1986
23	**Cal-State Lumber Sales Inc.**, San Diego, CA Wood Product Sales	1030.71	83.37	9.20	104.02	BB	BB	10	77	1984
24	**ORA Corporation dba Delimex** San Diego, CA Frozen Mexican Food	1014.05	82.69	1.32	14.68	BB	BB	62	175	1984
25	**Aguilar Associates & Consultants Inc.**, Matawan, NJ Environmental Consulting	1006.66	82.39	0.23	2.59	CC	CC	4	20	1981
26	**Melloul Travel Consultants**, Coral Gables, FL Travel Management	933.33	79.29	1.50	15.50	CC	BB	6	26	1961
27	**ITC Personnel Services**, Houston, TX Personnel Services	872.81	76.61	0.40	3.90	DD	BB	2	6	1985
28	**Mazal Fuel Co. Inc.**, Bridgeport, CT Gasolines, Diesel Fuels, K-1, Jet Fuels	856.29	75.85	0.43	4.15	EE	DD	4	6	1976
29	**Advanced Sciences Inc.**, Albuquerque, NM Engineering/Environmental R&D	814.29	73.89	4.23	38.72	DD	CC	96	420	1977
30	**Transmetrics Inc.**, San Jose, CA Civil Engineering	812.72	73.81	0.24	2.17	—	BB	5	30	1981
31	**Cordoba Corp.**, Los Angeles, CA Systems Devel. Consulting, Urban & Regional Planning	806.74	73.53	0.77	7.00	BB	BB	8	103	1983
32	**Jesse Fence Co. Inc.**, Houston, TX Fence Manufacturing	768.37	71.66	0.55	4.74	EE	BB	16	81	1983
33	**West Tee Graphics**, San Jose, CA Printed Apparel Sales	700.00	68.18	0.20	1.60	CC	CC	2	15	1984

*In millions of dollars. **Profit Range: AA/16% or more, BB/6%-15%, CC/1%-5%, DD/0%-1%, EE/loss.

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THE 100 FASTEST GROWING COMPANIES

DIRECTORY

Rank	Company/Location/Type Business	Sales Growth 1986-1990		Gross Sales*		Profit Range**		No. of Employees		Year Started
		Percent Increase	Compound Annual Rate	1986	1990	'86	'90	'86	'90	
34	**AmerInsurance Inc.**, Miami, FL Insurance	679.56	67.09	$1.43	$11.15	AA	AA	28	30	1961
35	**Front Range Fabrication Inc.**, Denver, CO Steel Manufacturing	678.20	67.02	0.13	1.05	—	BB	5	16	1985
36	**E.T. LaFORE Inc.**, Denver, CO General Contracting	643.82	65.15	2.50	18.60	AA	CC	25	40	1977
37	**Rubio's Restaurant Inc.**, San Diego, CA Fast Food Mexican Restaurant	642.10	65.05	0.79	5.87	BB	BB	75	200	1983
38	**L&M Technologies Inc.**, Albuquerque, NM Engineering & Technical Support Services	639.09	64.88	1.75	12.91	—	CC	40	185	1972
39	**Rivasal International**, Cincinnati, OH International Marketing	625.00	64.09	1.00	7.25	DD	BB	1	3	1982
40	**F&L Construction Inc.**, Miami, FL Construction	616.67	63.62	0.60	4.30	AA	AA	5	35	1975
41	**Scientech Inc.**, Idaho Falls, ID Engineering/Management Consulting	606.13	63.01	1.22	8.65	CC	BB	11	136	1983
42	**Jay Automotive Specialties Inc.**, Berlin, PA Automotive Parts	596.73	62.47	2.05	14.26	CC	CC	18	68	1976
43	**Vincam Group Inc. (The)**, Miami, FL Empl. Leasing, Mental Health Mgmt, Empl. Services	593.62	62.29	4.70	32.60	DD	DD	350	2500	1985
44	**Eagle Transportation & Warehousing**, Miami, FL Distribution Services	592.31	62.21	0.65	4.50	DD	CC	9	90	1982
45	**Orion International Technologies Inc.**, Albuquerque, NM Engineering and Scientific Services	568.27	60.78	0.64	4.30	EE	CC	22	55	1984
46	**Plastec U.S.A. Inc.**, Miami, FL Plastic/Chemical Sales	536.00	58.81	2.50	15.90	BB	BB	4	9	1985
47	**TAMSCO**, Calverton, MD Electronics Manufacturing & Telecommunications	533.36	58.64	4.99	31.60	CC	CC	121	504	1982
48	**Andes Chemical Corp.**, Miami, FL Chemicals Distribution	522.22	57.94	1.80	11.20	—	BB	2	7	1986
49	**Alman Electric Inc.**, Mesquite, TX Electrical Contracting	512.72	57.33	0.82	5.04	—	BB	42	57	1979
50	**Shifa Services Inc.**, Hackensack, NJ Janitorial/Landscaping Services	496.01	56.25	0.90	5.38	—	BB	70	180	1980
51	**North Shore & Central Illinois Freight**, Forest View, IL Trucking Services	477.38	55.01	0.84	4.85	DD	BB	8	57	1930
52	**RJO Enterprises Inc.**, Lanham, MD Government R&D	463.71	54.09	10.59	59.72	—	DD	325	600	1979
53	**Santa Cruz Supply Inc.**, Pittsburgh, PA Plumbing & Heating Supplies	449.40	53.10	0.38	2.08	BB	BB	2	4	1978
54	**Sanchez & Levitan Inc.**, Miami, FL Advertising, Marketing, Public Relations	445.30	52.81	0.23	1.25	BB	BB	4	12	1985
55	**Lucero Computer Products**, Idaho Falls, ID Computer Sales/Service	443.28	52.67	1.89	10.27	BB	BB	4	20	1984
56	**D.R./Balti Contracting Co. Inc.**, Chicago, IL General Contracting	442.88	52.64	0.55	2.98	AA	CC	15	40	1984
57	**Jason Int'l Optical Inc.**, Elizabeth, NJ Eyeglass Frames	439.22	52.38	0.60	3.25	—	AA	5	10	1983
58	**C.E. Precision Assemblies Inc.**, Chandler, AZ Cable Assembly & Delay Line Manufacturing	435.48	52.12	0.19	1.00	BB	BB	2	18	1986
59	**Ram Enterprises Inc.**, Valencia, CA Electronic Cable Manufacturing	407.20	50.07	1.25	6.34	BB	AA	4	13	1985
60	**Denver Gasket Inc.**, Denver, CO Cut Goods & Gaskets	402.50	49.72	0.40	2.01	CC	BB	20	25	1961
61	**Felix Corp.**, Los Angeles, CA Plumbing	400.00	49.53	0.50	2.50	CC	CC	10	70	1977
62	**Production Products Mfg. & Sales Inc.**, St.Louis, MO Diverse Manufacturing	398.13	49.39	0.86	4.27	BB	BB	7	78	1976
63	**Pacifica Services Inc.**, Pasadena, CA Civil Engineering	392.92	49.00	11.30	55.70	BB	BB	225	750	1979
64	**Valor Financial Group**, Miami, FL Life, Health, Travel Accident Insurance	390.49	48.82	0.99	4.84	BB	BB	6	136	1976
65	**Colsa Inc.**, Huntsville, AL Engineering Services	382.22	48.19	9.54	46.02	EE	BB	236	500	1980
66	**Bright Glow Candle Co. Inc.**, Vernon, CA Religious Novena Candles	375.00	47.63	0.40	1.90	BB	BB	5	19	1986

*In millions of dollars. **Profit Range: AA 16% or more; BB 6%-15%; CC 1%-5%; DD 0%-1%; EE loss.

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THE 100 FASTEST GROWING COMPANIES DIRECTORY

		Sales Growth 1986-1990		Gross Sales*		Profit Range**		No. of Employees		
Rank	Company/Location/Type Business	Percent Increase	Compound Annual Rate	1986	1990	'86	'90	'86	'90	Year Started
67	**Automaking Peripherals Inc.**, Hartford, WI Time and Attendance Software for Hospitals	371.16	47.33	$0.51	$2.40	AA	AA	12	30	1982
68	**Office Furniture Center Inc.**, Tampa, FL Furniture Design Service	370.00	47.24	0.50	2.35	CC	CC	6	16	1986
69	**Abrazo Inc. dba Di-rec Services**, Dallas, TX Clerical Job Placement, Temporary and Permanent	368.01	47.08	0.38	1.80	CC	BB	35	5	1983
70	**Affiliated Systems Corp.**, Houston, TX Management Consulting	363.97	46.76	0.25	1.17	—	BB	5	27	1982
71	**Celestial Travel Inc.**, Leesburg, FL Travel Services	353.33	45.92	1.50	6.80	CC	DD	6	21	1981
72	**El Paso-Fairview Foods Inc.**, El Paso, TX Egg Distribution	351.89	45.80	0.88	3.97	CC	BB	8	12	1965
73	**Thomas A. Mason Co. Inc.**, Milwaukee, WI Painting & Flooring	346.35	45.35	0.56	2.50	CC	BB	10	20	1912
74	**JC Computer Services**, Alexandria, VA Computer Repair and Maintenence	342.93	45.07	0.40	1.75	BB	AA	5	30	1985
75	**Economy Laundries**, El Paso, TX Industrial Laundry	342.63	45.05	3.36	14.86	BB	BB	100	400	1972
76	**High Coffee Corp.**, Houston, TX Coffee Importing	342.20	45.01	2.24	9.92	DD	DD	2	4	1986
77	**Estrella Insurance Inc.**, Miami, FL Insurance	338.50	44.71	4.00	17.54	BB	BB	20	50	1978
78	**Microretailing Inc.**, Miami, FL Microcomputer Services	333.33	44.28	6.00	26.00	CC	CC	11	55	1983
79	**Don Carlos Mexican Restaurante**, Dearborn, MI Mexican Restaurants	328.57	43.88	0.28	1.20	AA	AA	20	175	1984
80	**Public Inc.**, Buena Park, CA Trucking/Warehousing	322.17	43.34	0.95	4.00	BB	BB	8	20	1981
81	**Hernandez Electric Inc.**, Phoenix, AZ Electrical Contractor	321.43	43.28	1.40	5.90	CC	CC	30	120	1975
82	**Liz Soto Inc.**, Santa Monica, CA Fashion Accessories	318.15	43.00	0.35	1.46	BB	DD	6	35	1984
83	**Coltex Inc.**, Clover, SC Used Textile Machinery Dealer	315.16	42.74	0.74	3.08	AA	AA	5	15	1973
84	**Gonzalez Wholesale Inc.**, Vernon, CA Housewares/Health & Beauty Product Import/Dist.	312.30	42.50	0.50	2.06	DD	CC	7	15	1969
85	**Vimari Corp.**, Miami, FL Perfume/Cosmetic Distribution	310.33	42.33	1.96	8.04	CC	CC	9	20	1980
86	**Computer Resource Management Inc.**, Herndon, VA Computer Software Services	309.84	42.28	2.01	8.22	CC	CC	43	170	1978
87	**Matrix Exhibits Inc.**, Brentwood, TN Exhibit & Display Design	309.12	42.22	1.69	6.91	EE	CC	17	87	1986
88	**Fernandez & Associates, P.C.**, Denver, CO Accounting Services	304.19	41.79	0.72	2.90	—	DD	40	102	1976
89	**Modern Sanitation Systems Inc.**, East Orange, NJ Janitorial Services	303.12	41.70	1.17	4.73	BB	BB	70	250	1979
90	**Salas Concessions Inc.**, Nashville, TN Food Services	303.11	41.70	1.34	5.40	CC	CC	58	350	1980
91	**Hugo's Cleaning Service Inc.**, Lisle, IL Janitorial Services	301.31	41.54	2.99	12.02	CC	CC	110	500	1971
92	**Ferrous Metal Processing Inc.**, Brooklyn, OH Steel Service Center	297.83	41.23	2.64	10.52	CC	CC	25	120	1983
93	**Tamez-Thomas Inc.**, Houston, TX Masonry Contracting	290.57	40.58	1.46	5.70	CC	CC	50	110	1985
94	**SFA Architects Inc.**, Cincinnatti, OH Achitecture/Interior Design Planning	284.22	40.01	0.16	0.60	—	—	8	10	1967
95	**Tramex Travel**, Austin, TX Travel Services	280.56	39.67	3.60	13.70	CC	CC	13	40	1984
96	**Sun Eagle Corp.**, Chandler, AZ General Contracting	279.39	39.56	3.93	14.91	BB	BB	8	40	1978
97	**National Communications Inc.**, Miami, FL Sales Promotions	277.35	39.38	0.98	3.69	CC	CC	5	27	1983
98	**Bona Real Estate #1**, Pasadena, CA Real Estate Services	275.91	39.24	0.47	1.75	CC	CC	24	95	1973
99	**Securiguard Inc.**, Mclean, VA Security/Maintenance Services	272.99	38.97	3.32	12.40	CC	CC	200	531	1982
100	**Ernie Sandoval Enterprises Inc.**, Oceanside, CA Restaurant Chain	271.84	38.86	2.02	7.50	—	CC	120	200	1983

*In millions of dollars **Profit Range AA/16% or more, BB/6%-15%, CC/1%-5%, DD/0%-1%, EE/loss

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THE 100 FASTEST GROWING COMPANIES

#3

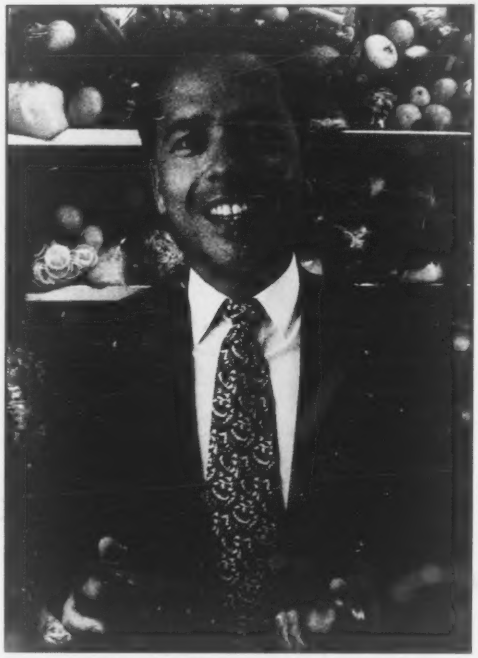
ProServe Corporation
Denver, Colorado

Joe Aragon, CEO

By Maura J. Mackowski

Food service contractor Joe Aragon got a call during breakfast from a company whose cafeteria management firm had just gone bankrupt. By noon the same day, Mr. Aragon's crew was at the plant serving lunch. "He walked over to the hall, called together all the people, and didn't miss a shift," recalls Tom Schefter, manager of the Denver Small Business Development Center. "He took over a half million dollar contract on four hours notice."

That kind of flexibility, plus people skills and a vigilance for controlling costs, have won Denver-based ProServe Corporation a reputation for excellence and an enviable growth record. Since its founding in 1985, the company has moved from zero to 5 million meals a year, and stirred up annual revenues of $10 million in the process. ProServe grew exactly 3,930 percent from 1986 to 1990.



ProServe CEO Joe Aragon says he's ready to take on the bigtime food service competitors by attacking the soft underbelly—their lack of attention to quality and cost.

Joe Aragon learned about the money-making potential of cooking breakfast, lunch, and dinner when he was in the Air Force, and refined his recipe for profitability in high volume food service during 11 years working with the federal prison system, most recently as director of the Justice Department's Food Service Training Academy.

"Our group was a resource for state and local agencies, so I was able to get a feel for the quality of talent out there. There was a dearth of food service ability," he says.

Most important, Mr. Aragon learned how to dish up good food for the lowest possible cost. The $2 per meal that prisons usually spend has to cover not just food but serving costs, supplies, and cleanup. With that knowhow, his company, founded in 1985, was soon able to win smallish food service contracts with government clients like the Fitzsimons Army Medical Center, Front Range Community College, the Federal Immigration and Naturalization Service, and the City and County of Denver's detoxification center.

Then in the summer of 1989 Mr. Aragon decided to move up from the small potatoes. He took his cost control strategies to the state's Air Force bases and won two 5-year contracts, one for $7.5 million with the Grand Forks base, and one for $26 million with Lowry AFB. In less than one year, ProServe won the prestigious John Hennessy Award for its Lowry operation—as the best food service program in the worldwide U.S. Air Force system.

"He had been at a half million per year," recalls the Small Business Development Center's Mr. Schefter, "and now had two extremely large contracts staring him in the face without enough collateral to ask for a bank loan. So he developed this three step plan: First, he put into the contract the costs of the vehicles, uniforms, tablecloths, etc. Second, he established accounts receivable financing with a local factoring company as an interim bridge. Third, he put together longer-term financing through the Small Business Administration. When that came through, he terminated the loan from the factoring company and saved substantially on the interest."

That's the financial story, but how did Mr. Aragon make the fast shift in management control from being a local family business to one with almost 500 workers? He has the experience needed to take an established labor force, often unionized, and train and motivate it to do things the ProServe way. He knows how to design effective incentive bonuses and training programs, and how to pick the right person for the right job.

Now Mr. Aragon is going to do more of the same, with plans to bring ProServe up to $100 million in seven years. He is negotiating for a $3 million contract at Fort Carson and a $1 million a year deal at the U.S. Air Force Academy. He also has an appetite for the new Denver airport and convention center, and a potential major league baseball team.

Long term, he sees increased privatization of government bringing more independent food service firms into the picture, and says private corporations are beginning to treat the cafeteria as a service that should pay its own way, rather than as an employee benefit. If true, this means ProServe will be shooting it out with the bigtime national food service competitors, who sling major budgets for proposals and planning.

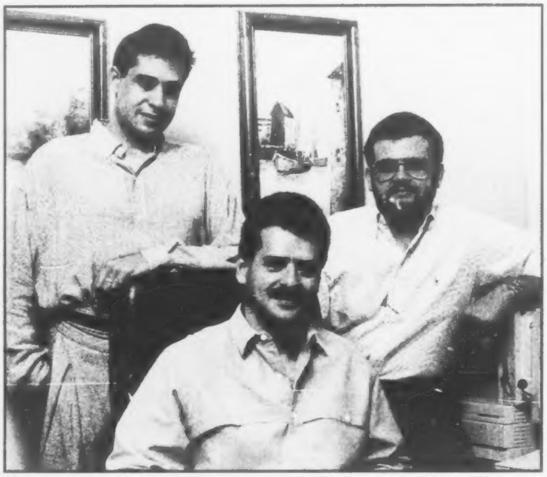
"Yep," says Mr. Aragon, hitching up his apron, "that's exactly what I have in mind. The big national companies haven't paid attention to quality and haven't controlled costs. Our strategy is to pay attention to cost control; it's the linchpin. We want to be the go-to company in the food service industry."

#6

Deneba Systems Inc.
Miami, Florida

Manuel Menendez, CEO

By Rick Mendosa



"Programming geniuses" Jorge Miranda (left), Joaquin de Soto, and Manuel Menendez built a $6.1 million company in five years.

They might have laughed when Manuel Menendez and his two partners decided to launch a new company with a total investment of $275, but it worked. The money bought an advertisement for their Macintosh computer software program that brought in enough money for more ads, and so on.

That was 1986. Today, only five years later, Deneba Systems Inc. of Miami has annual sales of $6.1 million and current working capital of $2.5 million. Sales have grown at a compound annual rate of 138 percent. Their top product is one of the best selling and most highly rated Macintosh software programs available.

The success is even more remarkable considering that CEO Mr. Menendez was only 28 the year he started the company. His two equal partners, Vice Presidents Joaquin de Soto and Jorge Miranda, were both 22.

IBM-compatible programs lead in sales for most categories of computer use—including word processing, spreadsheet development, database development, and telecommunications systems. But programs for the Apple Computer company's Macintosh still have unchallenged supremacy in the graphics applications market. And in that arena Deneba's Canvas software is now the best seller, surpassing even Apple's own MacDraw product.

Specifically, Canvas is a precision drawing program for technical illustration and business use. MacDraw, which is produced by Claris Corporation, a wholly owned Apple subsidiary, has been available since shortly after the Macintosh itself was introduced. The reason Canvas is now pulling ahead of MacDraw in sales, says *MacWorld* magazine's editor in chief Jerry Borrell, is that "Canvas surpassed MacDraw in features last year."

The year before that, Canvas won the *MacUser* magazine "Editor's Choice Award" as the best graphics program of the year. It is the only drawing program ever to win that magazine's coveted "5-Mice Rating." MacUser Labs Director Andrew Eisner says that's because the Deneba programmers are "in touch with what graphic users want."

Among major computer graphics program users who want Canvas are the Boeing Company, which is reportedly using some 6,000 copies of the program, and McDonnell Douglas Space Systems—a subsidiary of the McDonnell Corporation—with 1,500 copies. "We use Canvas as our principal tool to create drawings," explains Orv Jordahl, senior manager of information systems for McDonnell's space station program, because "it's far better than MacDraw."

Although Deneba now employs a staff of about 50, it remains a true partnership. Mr. Menendez, who created and continues to update Deneba's first software success—Spelling Coach—happens to be "stuck with the administration," says Mr. Miranda. But all three partners remain the company's principal programmers, and each respectfully refers to the others as "programming geniuses."

The trio's product development strategy has always been to look for problems in need of a solution. And since the company was formed just after it became clear the Macintosh would be a tremendous success, the partners soon focused on graphics programs for the Macintosh. "While there were already existing programs," explains Mr. Menendez, "we saw huge gaps in them that we decided to fill."

Mr. Miranda was the one who created Canvas. Now he and Mr. de Soto keep busy directing a team of five other programmers to keep it up to date. The company just released the latest version, Canvas 3.0, which takes advantage of the Macintosh's newest operating system—System 7—and has many other "amazing capabilities," according to software specialist Deke McClelland. Mr. McClelland has just written a book on the features and use of Canvas.

True to their initial approach of spending money only as they got it, Deneba's three partners have allowed themselves no debt, no venture capital infusions, no big outstanding financial commitments. "We're well positioned on a cash basis," says Mr. Menendez at the risk of understatement. He also predicts—conservatively—that they'll go on growing at least as fast as the computer industry overall.

But Deneba will probably do better than that. This month they'll begin a big push for a broader international presence, releasing Canvas 3.0 for a number of foreign markets—in Spanish, German, French, Swedish, and Japanese.

The next step will be a version of Canvas to run on IBM-compatible computers under Windows 3.0. The three Deneba partners think that could double or triple their revenues.

THE 100 FASTEST GROWING COMPANIES

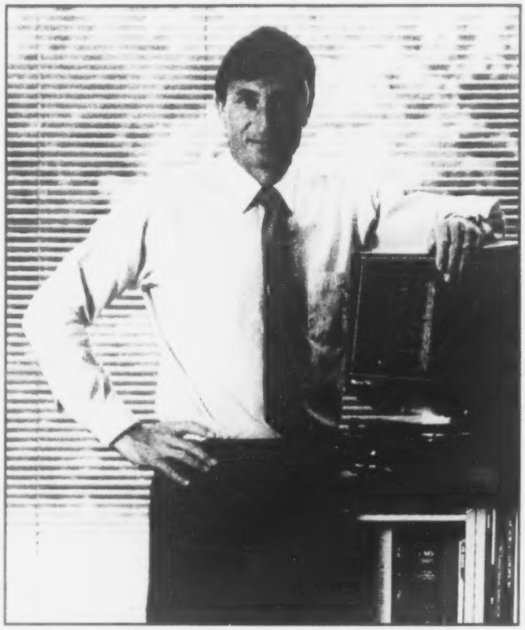
#21

North American Trade Corp.

Houston, Texas

Jorge Guiloff, Founder and President

By Steve Bergsman



Jorge Guiloff expanded his company's operations worldwide to capture growth in international markets, then used what he learned to carve out a niche at home.

While countless U.S. companies looking for growth are jamming the path to international trade, North American Trade Corp. is quietly turning its attention to the home market, with a special focus on government contracts.

This Houston-based distribution company grew 1,201 percent between 1986 and 1990, based mostly on foreign sales. North American built its name exporting construction equipment to South America, Central America, and Mexico, then broadened to cover Europe, Africa, the South Pacific, and a number of countries along the Pacific Rim.

Not bad. But this year President Jorge Guiloff expects revenues to double—from $6 million to $12 million—because business is booming at home.

It's not that sales won't continue growing abroad. The principal segment of the business is still in exporting, which generally increases when the U.S. economy slows and the dollar is weak against foreign currencies, as now. A weak dollar means American goods are cheaper and therefore more attractive overseas. Also, the company's global span protects it against wide swings in any one area's economy.

But their new domestic business is pretty recession proof too. When Mr. Guiloff started to look at the U.S. market in 1989, he focused in on the Army. No high-tech items for B-1 bombers or laser guided missiles, though. He went strictly low-tech, and secured his first contract distributing parts for the Army's fleet of trucks. Not the glory end of the defense business, but not subject to the vicissitudes of Congress or the economy.

Truck parts are always needed, and such basic nuts and bolts type items aren't greatly affected by changes in the economy either. "Whether the economy goes up or down, the Army has a budget that it sticks to," Mr. Guiloff remarks. Although there can be an upside. The Gulf War, for example, was a windfall that added zest to North American's 1991 sales—an additional $3 million to $4 million.

Along the same vein, North American recently went for and won a contract to distribute electrical parts for the buses and trucks of a major Houston school district. They've also nabbed contracts locally with the National Aeronautics and Space Administration in Houston, from some of the major oil companies, and from the Port of Houston, as well as from the U.S. government's Agency for International Development.

But as all minority-owned contractors know, such desirable contracts don't just fall into your lap. North American has a reputation.

Wes Austin, a 15-year client of the company's international business, says it's that "North American does just plain good business." Mr. Austin is the Houston branch manager of McNeilus Truck & Manufacturing Inc., a maker of concrete mixers and replacement parts. "There are a ton of guys trying to export; you have to be careful," he explains. "This company has good follow-up, and Mr. Guiloff is right on top of everything. They get information to the customer quickly and deliver the goods in a timely fashion."

In fact, North American spent a few of its early years making mistakes. "We used to buy the parts and pay another company to ship them to a forwarder," Mr. Guiloff says. "But the stuff would sit at the airport where nobody could get to it. Then in a rush the forwarder would ship it out, not checking to see if all the inventory was there. If a shipment of 50 bolts was sent to Santiago, Chile, but only 48 arrived, then we had to send two more at no charge to the client. Meanwhile the forwarder had already charged us $50 for handling, $50 for paperwork, a commission on the air freight, and a cut on the insurance."

Now, however, North American does its own crating, warehousing, and forwarding, and even writes its own insurance. As much as possible, they have eliminated the use of outside agents. "And we make money on the crating and forwarding," Mr. Guiloff says.

So it was that although North American was founded in 1976, it grew slowly until the mid-1980s. That was also when Mr. Guiloff's original partner left and he created a new corporation of his own, keeping the same name. In a business that tends to attract seat-of-the-pants operations that can fold almost as fast as the doors open for business, this entrepreneur found the keys to managing risk and growth, and has been using them well.

THE 100 FASTEST GROWING COMPANIES

#24

Delimex
San Diego, California
Oscar Ancira Jr., President

By Elizabeth Fernandez

TAQUITOS
TAQU
tamales
TAMALES
TAMALES
MALES

Delimex President Oscar Ancira Jr. cheerfully admits it was sheer blind luck that led him and his father, Oscar Ancira Sr., to succeed so dramatically with Mexican frozen food.

If ever Oscar Ancira Jr. had reason to feel proud of his company it was earlier this year during a late season ski trip to Aspen with a group of friends who work in construction and real estate.

"They were all very much affected by the economy," recalls Mr. Ancira, who is president of Delimex, a San Diego-based frozen Mexican food manufacturing company founded by his father. "The whole freaking weekend there was nothing but complaining. I tried to keep quiet." But for once Mr. Ancira, himself a chronic pessimist, was crowing inwardly.

He believes his business is relatively immune to lurches in the economy, whether ups or downs. If anything, he explains, "recessions are good for food processors. You still have to eat, and in a recession people don't go to restaurants as often. They eat at home more. And chances are if you work you'll say, 'Sorry honey, frozen food again.'"

So while countless firms across the country have been laying off workers by the score, Delimex (legally ORA Corporation) has added 15 new employees this year, bringing its payroll to 210. And while other manufacturers are smothering under avalances of inventory buildup, Delimex's food lines are steaming at full capacity. The company had revenues of $14.7 million in 1990 and expects to reach $20 million by the end of the year, up from $1.3 million just five years ago.

This fast growth was a true surprise to company Chairman Oscar Ancira Sr., who founded the company in 1984. A chemical engineer with a master's degree from MIT, he had been "going crazy for something to do" after selling his partnership in a Mexican plastics factory and retiring in San Diego. He and his brother, Ricardo Ancira, invested $80,000 in the venture with the goal of generating 5,000 tamales a day, or annual sales of $500,000 if they were lucky.

Nowadays the company rolls out tamales, taquitos, and flautas—some 2.2 million of them a week.

Delimex sells these products in a dozen states, largely in the western half of the country, to retail supermarkets including Ralphs and Vons as well as to warehouse clubs like Price Club and Sams Club. Boosted in part by the Jack in the Box fast food chain's heavy promotion of taquitos when it added this item to its menu, the finger-size rolled tortillas stuffed with beef or chicken have now become Delimex's banner product.

But now that both father and son see the potential of their business, they are focusing hard on expansion. With the ultimate goal of becoming "the Nabisco of frozen food," they plan to expand their customer base to produce sales of $50 million within three years.

Delimex has already begun to hold sales talks with Korea, as part of a push to establish a toehold in Pacific Rim countries. More basically, their objective in the domestic market is to make broader inroads into the retail supermarket sector.

That's a daunting goal no matter how good the product and marketing, say industry analysts. "The biggest problem is to find space in the supermarkets. It's a matter of room," comments Howard Weatherspoon of the American Frozen Food Institute. Delimex will be competing for more consumer attention in a jam packed market, he says, and "the frozen box is just bulging. It may be difficult to find markets that will take them."

Still, admits Mr. Weatherspoon, the ethnic frozen food market—Delimex's niche—has skyrocketed during the past decade and still has vast potential. "This is a decidedly growing industry in the United States," he reflects, and "the public is becoming more familiar with Mexican foods, especially those they don't have to prepare."

There the Anciras would agree. Although they cheerfully admit they are often at odds on business decisions. "We disagree on everything, from the design of the bag to the arrangement of the office," shouts the elder Ancira in mock alarm. "I choose blue, he chooses green!" his son chimes in. Which could be why as president and chairman they have not to this day decided who should be the company's CEO.

"But apparently we have reached the right decisions," Mr. Ancira Sr. smiles peaceably. "I'm very proud."

THE 100 FASTEST GROWING COMPANIES

#28

Mazal Fuel Company, Inc.
Bridgeport, Connecticut
Ralph A. Mazal, President

By Brian Wright O'Connor

Ralph A. Mazal (in shirt and tie) more than quadrupled sales in two years by paying a team of experts to tell him how he could tap the corporate market for fuels.

After 12 years of dragging oil hoses around Bridgeport, Connecticut, Ralph A. Mazal began looking for more profitable ways to fuel his business growth.

Mazal Fuel Company Inc. was doing nearly $1 million a year in 1989. A comfortable sum, but far short of what the ambitious Argentine native believed his company could earn. He knew there were corporate customers out there who could boost his earnings beyond the relatively limited base of home heating oil deliveries. So early in 1989 he took a step that rarely comes easily to hands-on entrepreneurs: he brought in outside advisors to look over his balance sheet and review growth strategies.

Among other suggestions, the four-member steering committee—made up of an attorney, a banker, a retired business executive, and a manufacturing specialist—advised Mr. Mazal to hire a full-time bookkeeper and delegate day-to-day operating duties to others. The changes allowed him to concentrate more energy on developing new business, most notably with the Nutmeg State's numerous defense contractors, which are mandated by law to follow minority procurement requirements.

The payoff was big. In two years, business more than quadrupled, from $900,000 in 1989 to $4.15 million in 1990. And the Connecticut Minority Purchasing Council has named Mr. Mazal "Supplier of the Year" for 1991, an award he hopes will open up contract opportunities with other stars in the constellation of Connecticut-based defense firms.

Sitting in his storefront office in Bridgeport, a gritty industrial city on the Connecticut coast, Mr. Mazal ponders the paradox of having more time now even though he's doing more business than ever. "I'm still busy, but it's a different kind of busy," says the 39-year-old company president. "I'm doing a lot more planning. I find more time to visit my customers, which the larger companies like. They're very receptive because they know we'll go the extra step to give them better service."

The clients agree. "As a supplier, Mazal has always been able to deliver on short notice—almost no notice," says Judy Crichlow, senior buyer with Pratt & Whitney, a Connecticut manufacturer of commercial and military jet engines. Mazal Fuel sold about $300,000 in diesel fuel and heating oil to Pratt & Whitney in 1990 for use in the company's vehicle repair facility. "No matter when I call," adds Mrs. Crichlow, "he's been able to help us."

One of Mazal Fuel's largest contracts in 1990 came from Textron Lycoming, maker of the M1 tank engines that helped power U.S. forces to victory in the Gulf War. Mr. Mazal sold more than $1 million in diesel and jet fuel used to test Textron Lycoming's prototype engine models. "They were always willing to go that extra yard," says Textron Lycoming procurement officer Karen Moyher.

Mr. Mazal's keen nose for customer needs was what got him started in the oil business. He had a job in 1976 inspecting aircraft parts at Spacecraft Manufacturing in Milford, Connecticut when he heard co-workers talking about a Hispanic fuel company owner who was shutting down the operation to retire. He knew this meant that a whole lot of customers were suddenly deprived of a supplier. Then on the way home from work that day he saw an oil truck for sale. $1,500 later, he and his then partner were the owners of a six-cylinder 1954 Chevy tanker. In the time it took them to scrape together enough money to fill it, they were in the oil business.

Still working in the factory by day and pumping oil at night, Mr. Mazal quickly learned some tough business lessons. "I had to pay for my oil, but my customers needed credit. My cash flow was terrible. I used to take the grocery money from my wife's paycheck to buy the oil. I also sold one of my cars and put the two grand back into the business. Meanwhile, I was getting customers by knocking on doors and by word of mouth."

His first break came when a wholesale supplier allowed him to buy on credit. The next boost came when a local antipoverty agency found few companies willing to make deliveries to low income clients receiving federal fuel subsidies. Mazal Fuel stepped right in, nozzles poised.

In fact, Mr. Mazal continues to go after every contract possible, knock on every door. It's a winning attitude.

#87

Matrix Exhibits Inc.

Brentwood, Tennessee

Louis Tapia, CEO

By Rick Mendosa

Louis Tapia, CEO of Matrix Exhibits Inc., had to sell out of his first business and start over in order to grow the way he wanted.

Louis Tapia has developed two successful companies in a row—both in the same business. The only trouble with the first company was that although Mr. Tapia was president he didn't own enough of it to grow it as fast as he wanted. So five years ago he sold out to the majority partners and started his own company.

The new company, Matrix Exhibits Inc., was a fast starter. Revenues were $1.7 million the first year and $6.9 million in 1990 (309 percent growth), and the business grew another 20 percent in the first 6 months of 1991. By comparison, Mr. Tapia had grown his first company, 1220 Exhibits, from revenues of $300,000 in the first year to $5 million at the time he bowed out. Matrix has also added five sales people since the beginning of the year, for a total of 13.

Matrix is in the display business. They design, build, ship, store, and manage exhibits for trade shows, conventions, museums, television productions, and retail point of purchase displays. Lots of companies do that. But almost all of these competitors sell their exhibits. Matrix makes 70 percent of its revenues from renting exhibits, which is what Mr. Tapia had been itching to do with his first company—against the objections of its majority shareholders.

In six quick years, he has built Matrix into one of the biggest exhibit rental companies in the business, with more than 400 large clients. Mr. Tapia thinks there's still plenty of room for growth, too, because only 10 percent of all exhibitors are renting so far, despite the cost savings he believes they gain from doing so. "We switched to Matrix to save money by renting," agrees client David Wyont, director of marketing communications for CORTELCO USA, the company that manufactures all of ITT's telephone equipment.

The potential rental market is still largely unexploited, Mr. Tapia explains, because "a lot of my competitors don't want to make the investment [in rental stock]."

But renting exhibits was only one of Mr. Tapia's expansion ideas. He also wanted to pursue the international market—another niche the major shareholders in his first company had shied away from. Matrix already has reps in Europe and the Pacific rim, and is steadily building up its international connections. Headquartered in Brentwood, Tennessee (a suburb of Nashville), the company has offices in Atlanta, Birmingham, Chicago, New York, and France, and is negotiating for a facility in England. About one-fifth of the young company's business is international.

All told, Matrix has done 2,000 shows in the past six years, for clients ranging from the World Wrestling Federation to Marvel Comics to major league baseball. One reason for their growth is that they do whatever it takes to meet an exhibition deadline. They've never missed one, and often have crews working day and night to make sure they won't. "They always come through for us, even going out of their way to help me finish up and make my flight home," says Nathalie Blanc, who handles English and French affairs for the World Wrestling Federation and has worked with Matrix for two years.

Other keys to the company's success are quality and customer service. Rita Smolinski, the Marvel Comics manager of trade shows and meetings, says she has worked with Matrix for four years. "Matrix has a customized, more professional look than we could do ourselves," she points out. And when she once had a slight problem with one of the company's representatives, Mr. Tapia himself made their service to Marvel a top priority. "Lewis made a special trip to see me in New York to allay my fears," she recalls, "and this year they were fantastic."

It was professionalism also that sold Hernan Tudela on Matrix. "They know the business from beginning to end," says Mr. Tudela, marketing manager for Major League Baseball Properties—the sport's licensing arm. "We trust his judgment."

The trouble with this focus on service, quality, and constant expansion is that "it's a constant problem to keep up with the growth and keep the company balanced," says Mr. Tapia. "I either don't have enough sales people, or enough management people, or enough engineers." But it's sure nice to be growing at a time when a lot of other companies are tightening their belts.

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Hispanic Families Eating Out More & "Charging It"

You have no doubt wondered where all the money goes. If so there's help, because the U.S. government does more than decide how much we owe in taxes. It also tracks what's left.

These leftover funds are known as "disposable income," and the U.S. Department of Labor has developed two surveys of how Hispanics spend their disposable income. One of these "Consumer Expenditure Surveys" was done for the years 1985-86, and one was done for 1988-89. While the surveys are not available in published form, we obtained computer print-outs.

These data are based on interviews with 4,366 Hispanic families ("consumer units" averaging 3.4 persons each) across the country. While the size of the average Hispanic family interviewed did not change between the first and second surveys, Hispanic spending patterns did.

One troubling finding is that Hispanic families tended to spend 5 percent more than they earned in 1988-89. In the years 1985-86, by comparison, they were spending 6 percent less than they earned. This trend toward credit use does not imply a decline in savings, however, because personal insurance and pension investments (a subcategory of "other expenses") increased by 16 percent.

By comparison, general population spending increased from 97 percent of disposable income to 98 percent, leaving the typical family in the black by 2 percent.

More generally, Hispanic families are spending more dollars in every major expense category, even after inflation of about 12 percent is taken into account.

The biggest jump—and one reflecting the greatest change in lifestyle—was in money spent for food eaten away from home. Expenditures on eating out increased by exactly 100 percent between the two survey periods, while money spent on food eaten at home declined 3 percent. General population spending on food eaten out increased only 59 percent during the same period, with a similar 3 percent cut in spending for food eaten at home.

Another major increase was in spending on home furnishings, which increased 66 percent, or 12 percent more than for the general population.

To determine how much the entire U.S. Hispanic market is spending, you can just divide any category of expenses by 3.4 to get individual spending, and then multiply by 22,354,059, which is the total U.S. Hispanic population as reported in the 1990 Census.

Want to see some really big numbers? Just do the math.

Annual Hispanic Consumer Expenditures

Expenditure Group	$/Family* 1985-86	$/Family* 1988-89
Total Expenditures	$18,069	$22,344
Food	3,425	4,114
Food at home	2,659	2,584
Food away from home	766	1,531
Housing	5,888	7,569
Shelter	3,696	4,717
Utilities, fuels, services	1,367	1,470
Furnishings, operations	826	1,372
Apparel and services	1,034	1,520
Transportation	3,682	3,820
Vehicle purchases	1,493	1,588
Gasoline, motor oil	914	810
Other expenses	1,273	1,422
Health Care	666	890
Entertainment	693	913
All other expenses	2,681	3,518

*Average size 3.4 persons

Source: U.S. Bureau of Labor Statistics "Consumer Expenditure Surveys" for 1985-86 and 1988-89. (Unpub.)

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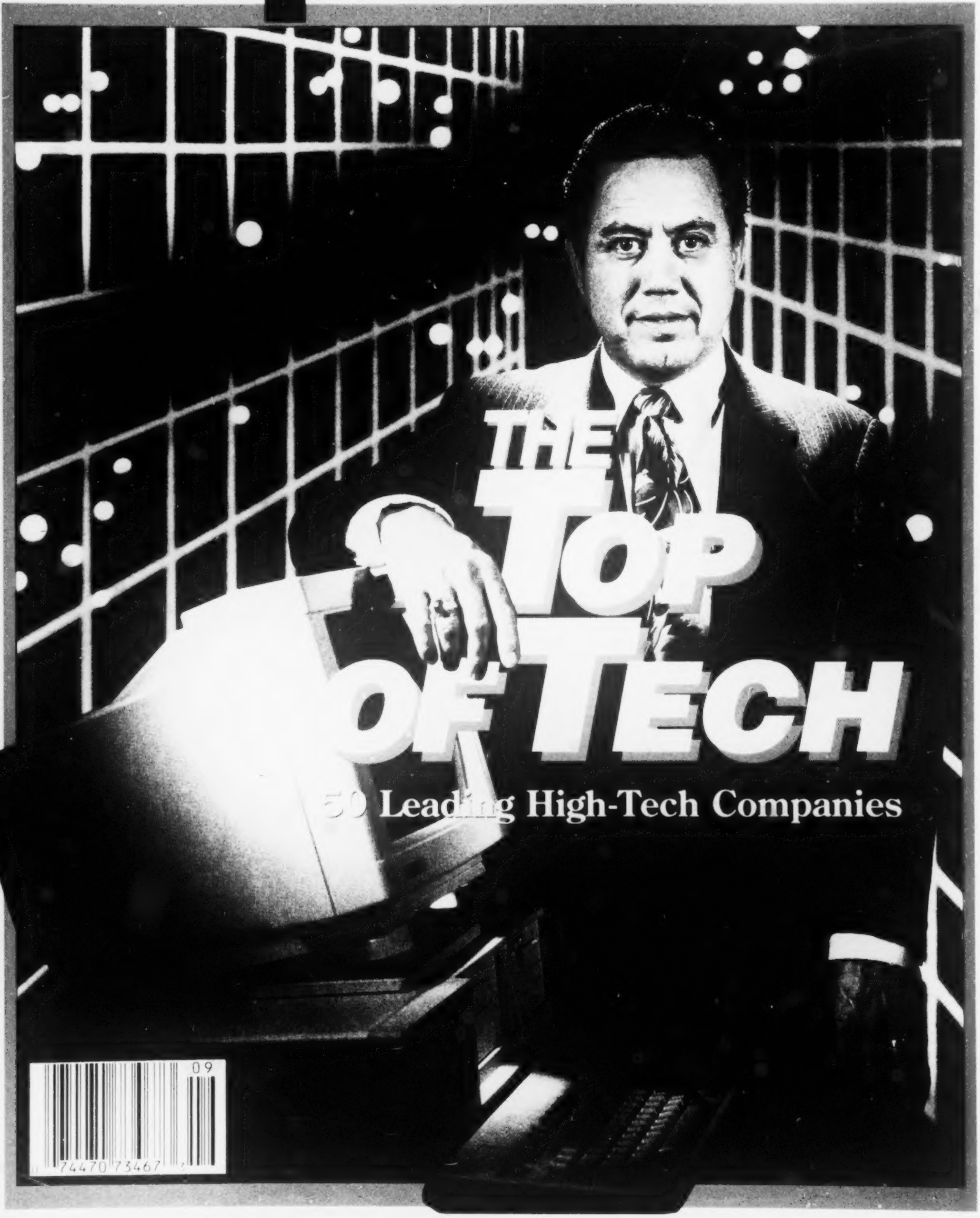

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Celestino Beltran, CEO of Comprehensive Technologies Int'l. Cover design by Buffalo Brothers Studios West.

DIRECTLINE

> ***"I emphasize...self-help, as opposed to racial quotas and other race conscious legal devices that only further and deepen the original problem."*** — Clarence Thomas

This month the U.S. Senate will consider a momentous decision—on a replacement for the venerable Supreme Court Justice Thurgood Marshall. But in the short run, the Senate vote on whether to confirm the Administration's nominee will not be nearly as momentous as the political decision involved in selecting that nominee.

We were told on July 1 that the best candidate had been nominated. But the facts indicate otherwise. On the very same day, White House sources disclosed to Sam Fulwood III of the *Los Angeles Times* that from the beginning the emphasis in the selection process was on "nontraditional" people, and that the resulting nominee was "probably the leading candidate from the beginning."

The nominee's credentials?

His race. His views on affirmative action and perhaps abortion. And a pretty thin history of government service, mainly driven by ideological espousal. Period.

It is one of the exquisite ambiguities of this misbegotten political scheme that a man whose own career is a product of affirmative action is being set up as an instrument of the constitutional low road.

It is vital, urgent, essential, to expose our children as early as possible to a full and unvarnished discussion of how such things come to be in certain times.

Listen to the nominee's own words: "I firmly insist that the Constitution be interpreted in a color-blind fashion. Hence, I emphasize...self-help, as opposed to racial quotas and other race conscious legal devices that only further and deepen the original problem. Race conscious remedies in the society are dangerous. You can't orchestrate society along racial lines."

This from an individual who has consistently benefited from race conscious remedies and who on other occasions has also invoked "natural law" and a "higher law" to validate rank ideological views.

One can only wonder about the psychological dimension of this decidedly ahistorical world view.

The ultimate reality of this nomination is not the nominee. He is only an instrument. The core reality is the country's current political climate.

And let us not confuse the issue by labeling this as a simple contest between "conservative" and "liberal" views.

The issue is that the electorate is being baited and distracted from the fundamental realities of this country. This is tactics, positioning, realpolitik.

This nomination is the antithesis of an attempt to bind the wounds inflicted on our nation by the nightmare of racism and systemic discrimination.

Talk to the Mohawks, the Cherokees, the Sioux about color-blind justice. Talk to the Mexicans of the lower Rio Bravo about the "dangers" of race conscious remedies. Tell the teenagers giving birth to crack babies in the projects that the Constitution must be interpreted in a color-blind fashion. Talk to them about self help.

Why is it necessary to relive the hurt and strife of the past 30 years over race and equal opportunity? Just to win an election in 1992? Or are the stakes higher? Apparently they are. There is a clear and present danger that one of the major social and judicial accomplishments of this century will be undone by the new majority—that economic fear will be exploited to undo the strides that have been made at such a high cost.

While the lower courts all across this land continue to render judgements almost daily based on their findings of gross discrimination on a class basis against women, Hispanics, blacks in the workplace—in both the public and private sectors—we have the highest court in the land pursuing its political agenda.

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Many Groups Are Doubting Thomas

Emotions run high as Hispanic groups question judge's suitability.

By Rick Mendosa

Politics is politics. Everybody understands that. But once in a while something happens that jolts people out of their lethargy.

A recent example of the political shock factor is President Bush's July 1 nomination of African American Judge Clarence Thomas for the U.S. Supreme Court, to replace retiring Justice Thurgood Marshall. America's minority communities are divided and ambivalent on the question of whether to elevate a person who is both a minority group member and a conservative with a civil rights record that is unpalatable to many. As head of the Equal Employment Opportunity Commission (EEOC) between 1982 and 1990, Mr. Thomas became known for his hostility to affirmative action.

Adding bitterness to the debate is a feeling in some quarters that this division among minority groups is just what President Bush intended.

While 54 percent of the African Americans polled by *USA Today* approved of the Thomas nomination, the Congressional Black Caucus voted 18 to one to oppose it. One African American organization known for its liberal views—the Urban League—had not commented as this magazine went to press, and another—the NAACP—came out against the nomination.

In language evidencing the wrenching nature of their decision, the NAACP's board of directors announced that "While we appreciate the fact that Judge Thomas came up in the school of hard knocks and pulled himself up by his own bootstraps—as many other black Americans have, our concern is for the millions of blacks who have no access to bootstraps—theirs or others'...Diversity on the Supreme Court is absolutely essential...It is, therefore, with regret that we are compelled to oppose the confirmation of Judge Thomas."

As the announcement further pointed out, the NAACP had "called for Judge Thomas's resignation" during his second term as head of the EEOC because of his stand on affirmative action.

The Hispanic community is equally torn. Many leading figures in influential Hispanic organizations privately voice their antipathy to the nomination. But most of these organizations have been slow to take formal positions, possibly reducing the influence their views will have on the outcome. Senate Judiciary Committee hearings on the Thomas nomination are scheduled for this month.

MALDEF President Antonia Hernandez has "grave concerns" about the qualifications, philosophy, and point of view Judge Thomas will bring to the Supreme Court.

Many individuals may feel—as does Judge Ben Aranda of California, chair of the Hispanic National Bar Association's judiciary committee—that it's a "no-win situation where there are no advantageous positions either way."

At press time, the National Association of Latino Elected and Appointed Officials (NALEO) was still studying Judge Thomas's record, according to its National Director Dr. Harry Pachon. NALEO is particularly concerned about the EEOC's handling of national origin cases when Judge Thomas headed the agency.

Dr. Robert Brischetto, executive director of the Southwest Voter Research Institute in San Antonio, also offered no reaction. Neither did Dr. Arturo Madrid, president of the Tomas Rivera Center at California's Claremont Graduate School.

The leading Hispanic organizations concerned with civil rights have remained mum too, although some appear to be leaning toward formal statements opposing the nomination.

The Mexican American Legal Defense and Educational Fund (MALDEF), a national nonprofit organization based in Los Angeles, is likely to take a position early this month, says MALDEF chair Frank Quevedo, who is director of corporate relations for Hunt-Wesson Inc. in Fullerton, California.

MALDEF had recommended to President Bush eight potential replacements for Justice Marshall in June, before the Thomas nomination. Four of MALDEF's candidates for the Supreme Court were Hispanic. They include Fred Alvarez, who served as a commissioner of the EEOC between 1984 and 1987, overlapping with Judge Thomas's tenure there. Mr. Alvarez is currently a partner in Pillsbury, Madison & Sutro, a major law firm in San Francisco. The other three are Edward Prado, a U.S. District Court Judge in San Antonio; Cruz Reynoso, a former justice of the California Supreme Court and currently a UCLA law professor; and Miguel Mendez, a law

Chamber Backs Thomas on EEOC Record...

The one Hispanic organization that supports Judge Thomas's nomination justified its decision based in part on a positive assessment of his performance as head of the EEOC.

The board of directors of the U.S. Hispanic Chamber of Commerce (USHCC) voted unanimously to support the nomination, says USHCC President Jose Nino. "We value hard work, discipline, moral courage, self-reliance, and entrepreneurship," he states. "For all these reasons, we support Thomas's nomination.

"Indeed, he typifies the socially and economically disadvantaged 'American dreamer' who suffered and overcame social discrimination and economic prejudice through his strong belief in traditional American values: courage, commitment, and hard work.

"Although the USHCC has not dealt with the EEOC," Mr. Nino continues, "it is our understanding that Judge Thomas has revitalized the agency and has established important legal protection for Hispanics."

Gabriel Aguirre, chairman of the USHCC, adds that "It is sad that partisanship prevents interest groups from being intellectually honest and recognizing that Judge Thomas has become a role model for all Americans and minority youth in particular."

...But La Raza Blasts EEOC Record for Hispanics Under Thomas

Much of the record that the Senate Judiciary Committee will scrutinize in Judge Thomas's upcoming confirmation hearing was established between May 1982 and March 1990, when he chaired the EEOC. While he subsequently served as a federal appellate judge in Washington, D.C., his tenure there was so recent and so brief that he has no published legal opinions.

But with fortuitous timing, the National Council of La Raza completed a summary report on the EEOC in July, entitled "The Empty Promise: Civil Rights Enforcement and Hispanics." This summary focuses on the workings of the Commission since 1983, when an earlier La Raza study on the EEOC appeared. The period of the new study coincides almost exactly with the years that Judge Thomas headed the agency.

La Raza's summary report figured prominently in recent White House discussions with representatives of leading Hispanic bar groups. "We raised the summary as an issue during the meetings," says Delores Atencio, president-elect of the Hispanic National Bar Association. "I don't think anybody can read that summary without feeling that the situation at the EEOC is alarming."

La Raza's analysis highlights a relative decrease in the EEOC's service to the Hispanic community during Judge Thomas's years there. Between 1985 and 1990, charges alleging discrimination based on Hispanic national origin comprised only about 4 percent of all the discrimination cases the Commission chose to review. And when the EEOC went to court on behalf of Hispanics, the Hispanic plaintiffs got smaller monetary awards than other groups.

The summary concludes that the "EEOC is engaging in differential treatment of Hispanics in its charge receipt and disposition system."

But "to lay the whole Hispanic plight on Chairman Thomas is neither fair nor honest," declares EEOC Commissioner Tony Gallegos, "because [the EEOC's record] never has been good, and isn't good to this day."

To be fair, La Raza's President Raul Yzaguirre comments, "We are trying to figure out how much of the agency's continued pattern of neglect is attributable to Clarence Thomas and how much was simply bureaucratic inertia. That will be a factor in our judgement of whether to support him or not."

Nevertheless, Mr. Yzaguirre adds, Judge Thomas did have eight years to correct the deplorable state of the EEOC. "With the enormous control of employee resources and ability to adjust priorities [he had], he has to have a large measure of responsibility for the situation."

EEOC Charge Caseload By Basis of Discrimination

FY 1985 - FY 1990

Basis	No. of Charges Tried	Percent of Total
Black	261,123	31.65%
Gender/Female	177,294	21.49
Age	148,063	17.94
Hispanic	34,305	4.15
White	20,377	2.47
Religion	13,009	1.58
Other	170,957	20.72
TOTAL	**825,129**	**100.00%**

Source: National Council of La Raza, "The Empty Promise: Civil Rights Enforcement and Hispanics," July 1991, based on NCLR analysis of EEOC data.

professor at Stanford Law School.

None of these four MALDEF nominees was among the names of possible candidates floated in the press before President Bush finally settled on Judge Thomas. The Hispanic possibles included Jose Cabranes, a judge on the United States Court of Appeals for the Second Circuit in New Haven, Connecticut; Ferdinand Fernandez, a judge on the United States Court of Appeals for the Ninth Circuit in Los Angeles; Emilio Garza, a judge on the United States Court of Appeals for the Fifth Circuit in San Antonio; and Ricardo Hinojosa, a federal trial court judge for the Fifth Circuit.

Judge Garza, who met with Counsel to the President C. Boyden Gray and Attorney General Richard Thornburgh before Judge Thomas did, apparently was the Hispanic under most active consideration.

At this point, says MALDEF President and General Counsel Antonia Hernandez, her group has "grave concerns" about the qualifications, philosophy, and point of view that Judge Thomas will bring to the Supreme Court if he is confirmed. "The issue is how he interprets the Constitution in the area of eradicating discrimination," she says. "Does he value the rights of the individual above the common good?" While Judge Thomas has opposed affirmative action goals and timetables, he has indicated he favors remedies for individual victims of bias in the workplace.

Further, Ms. Hernandez asks, "Does he come with a preconceived agenda that he is going to impose regardless of the law? When you couple that concern with what he has said and done and his limited experience in the courts, it raises the question of what his views are based on," she says. "He has not shown sympathy for the less fortunate. So we wonder what is his foundation for ruling on issues that impact the lives of the Hispanic community." When MALDEF makes a decision on whether to support Judge Thomas it will be based on these factors, she says.

Regarding the benefits of keeping a minority group member on the bench, she expresses disgust that this should be the dilemma. "It's as if recent presidents viewed [Justice Marshall's] solitary presence as a ceiling—a quota in the true sense of that word—on the nomination of additional persons of color to the high court!"

"Judge Thomas is not an appropriate choice for the vacancy" on the U.S. Supreme Court following the retirement of Justice Thurgood Marshall, says Robert Ruiz, who is president of the Hispanic National Bar Association.

MALDEF's immediate past chair, Frank Herrera Jr. of Herrera, Vega & Rocha in San Antonio, says that personally he is twice disappointed with the nomination. He would have liked to see a Hispanic nominated, but felt the selection of "a person of Judge Thomas's calibre" was a positive "insult."

Mr. Herrera's concern with Judge Thomas stems from the candidate's "lack of sympathy to minority issues, such as affirmative action and civil rights." While Judge Thomas subscribes to the philosophy that "one becomes a successful minority by bootstrapping oneself, nothing could be further from the truth," Mr. Herrera continues. "In fact, if anything he is a prime example of how all of us stand on someone else's shoulders. But for the civil rights movement of the '60s he would not be where is he now, and he refuses to acknowledge that."

Also disappointed with the nomination of Judge Thomas and the President's failure to select a Hispanic is Raul Yzaguirre, president of the National Council of La Raza in Washington. His organization had not yet taken a position on the nomination at press time but, says Mr. Yzaguirre, this "raises an awful lot of issues and we are going to look at them." Furthermore, he notes, "the message we're getting is that this nation still has no qualified Hispanics after 215 years of existence."

While the Hispanic National Bar Association (HNBA) had not taken a formal position on the nomination either, President Robert Ruiz says "you can be assured that we will not be supportive of [Judge Thomas]. He is not an appropriate choice for the vacancy, because of his civil rights record, which includes affirmative action. And he has a conservative interpretation of constitutional principles that should be more broadly applied, particularly to minorities."

Also still waiting to take a position was the Mexican American Bar Association of Los Angeles County. President Raul Ayala says it is possible they will take no position. When we spoke with him, he had just returned from a White House meeting with Chief of Staff John Sununu and other Administration officials "to get our reactions to the Thomas nomination and for us to discuss additional appointments to the federal bench." Mr. Ayala was part of a group of Hispanic legal leaders including MALDEF's suggested candidate Mr. Alvarez and members of the HNBA and Cuban-American Bar Association.

Perhaps the most notable abstention on the nomination is the Congressional Hispanic Caucus. Unlike the Black Caucus, which announced its views swiftly and forcefully, the Hispanic Caucus has been silent.

But observers do not expect it to come out in support of Judge Thomas. Congressman Solomon P. Ortiz, chair of the Caucus, noted "my black brothers feel [Judge Thomas] is not qualified, has not been in office long enough, and will be a hinderance to the advancement of blacks, because of his thinking on quotas." Mr. Ortiz also remarked that "we have a close relationship with the Black Caucus and we are not going to do anything to antagonize the mutual understanding that we have between these two minority groups."

> "If anything he is a prime example of how all of us stand on someone else's shoulders."
>
> Frank Herrera Jr.
> Immediate Past Chair, MALDEF

While many groups have been hesitant to take a stand, the California La Raza Lawyers Association came out in firm opposition and issued a press release calling the nomination "shameful." Tony Nevarez, association president, calls it "ironic that someone who has benefited so much from affirmative action is so adamantly opposed to it."

Another man who doesn't mince words about his opposition to the nomination is

> "To be against affirmative action in the '90s is to misunderstand the nature and effect of racism."
>
> Miguel Mendez
> Professor, Stanford Law School

Jose Angel Gutierrez, executive director of the Greater Texas Legal Foundation. "His total record is appalling. It's beyond me how he can turn his back on his background, his family, and his life experience!" Mr. Gutierrez exclaims.

Also opposing the nomination is the League of United Latin American Citizens (LULAC). "The Administration, in reaching out to a minority group member, reached out to one who in our view is not a qualified candidate," says LULAC spokesperson Oscar Moran in explaining his organization's unanimous opposition.

Individual Hispanic law professors, attorneys, and judges also have strong views about the Thomas nomination. Michael Olivas, a professor at the University of Houston Law Center, maintains that Judge Thomas's views on affirmative action "are clearly indefensible, and this is a man who was in a position to know, not only because he is black, but because he was ostensibly the enforcement official for it and did such a miserable job at that time."

Furthermore, Mr. Olivas says, "I hope you particularly emphasize that it was a cynical exercise to float the names of a few Hispanics to suggest thoughtfulness in a process where there was none. Those names did not surface when [Judge David] Souter was considered. Why should they surface only when a black is being considered?"

Another law professor, Miguel Mendez (one of the eight people MALDEF had suggested to replace Justice Marshall), says he's conflicted on the Thomas nomination. On the one hand, he says, the Hispanic people favorably receive Judge Thomas's emphasis on self help, although the idea that anyone could be self made is "simplistic." On the other hand, "to be against affirmative action in the '90s is to misunderstand the nature and effect of racism. We are not playing on a level field, and affirmative action is one of the ways to make it more level."

Mr. Mendez's conclusion is that the forthcoming hearings should produce information that will make it easier for people to take a stand. "But what we know now is that he is no Thurgood Marshall."

Judge Carlos Ynostroza of the Oakland-Piedmont-Emeryville Municipal Court also recommends that we focus our attention on the hearings themselves. Judge Ynostroza, a former president of the California La Raza Lawyers Association, while questioning Judge Thomas's commitment to civil rights, is most interested in the nomination process itself. The big question as he sees it is whether this time the Senate will be able to "open the clamshell" to peer into the mind of the nominee, which opened wide during the grilling of Judge Robert Bork but remained firmly shut in the case of Judge Souter.

Congressional Hispanic Caucus Chair Solomon P. Ortiz says "we are realistic enough to understand that whoever the President nominates would have to be conservative."

One Hispanic attorney who knows the mind of the current nominee as well as anyone is Fred Alvarez, another of MALDEF's suggested candidates for the position. As an EEOC commissioner from 1984 to 1987, Mr. Alvarez had worked closely with Mr. Thomas. In fact, MALDEF's Mr. Quevedo calls Mr. Alvarez "the architect of a number of the policy decisions that came out during Mr. Thomas's tenure" at the EEOC.

Mr. Alvarez says he considers Mr. Thomas a personal friend and is pleased that President Bush chose to nominate him. "Even though he is more conservative than I am," Mr. Alvarez says, "he will bring to the court the perspective of someone who for his entire life has been the victim of discrimination."

"When I was at the EEOC," Mr. Alvarez continues, "even though we disagreed about policies like affirmative action, goals, and timetables, he was totally supportive of the law enforcement mechanisms that I was proposing the Commission adopt. His view was that if you were a victim of discrimination, the government ought to take no prisoners on your behalf, but if you were not, then the government shouldn't do anything. He felt that if you relied on class based remedies and goals and timetables you were getting remedies for people who haven't been victims."

Another jurist who remains sanguine in the face of the Thomas nomination is John Arguelles, a former justice of the California Supreme Court, who points out that because Judge Thomas is only 43, "he could be a dominant force for the next three or four decades. At this stage I would favor the nomination. I like it that he speaks out on self sufficiency."

Yet even the various supporters of Judge Thomas, such as Justice Arguelles, admit they are disappointed that the President failed to nominate one of the four Hispanic federal circuit judges who were supposedly under consideration.

While Mr. Alvarez feels optimistic that "our time will come," others who are a little less resigned to the Bush timetable are beginning to wonder if it will be in this millennium.

THE 1991 HIGH•TECH DIRECTORY

High-Tech Leaders Call For Industrial Policy

CEO Nicholas Innerbichler demonstrates the portable test set TAMSCO makes for the Navy under the Mark 598 program.

It's the American passion for gunslinging that has always driven our high-tech industry, says CEO Tom Velez. "America takes very bright people and leverages off their innovations, especially in the computer industry."

But it's that old rugged individualism that also shoots us down when it comes to excellence in manufacturing, says Dr. Velez. That's where the Japanese, with their hive mentality, gain the lead. They have become experts in high-quality, low-cost manufacturing, and in motivating big work forces toward common goals.

Dr. Velez is CEO of CTA Inc. in Rockville, Maryland—an aerospace technology firm that heads the annual **Hispanic Business** listing of top high-tech companies for the fifth year in a row.

Our data on the revenues of these 50 top companies indicate they've never been healthier, with total revenues of $896 million in 1990 and growth of 24 percent since 1989. But they are well aware that a lot of the country's bigger technology-driven corporations are suffering—corporations they themselves may supply.

In fact the high-tech CEOs we've interviewed tell us they have grave concerns about America's high-tech future. "We are headed toward becoming a second rate nation," Dr. Velez comments, citing a recent two-year study of 94 critical technologies done by the Council on Competitiveness. That group of experts in business, labor, and academia reports we're sinking in many of the 94 critical areas, and haven't been improving in any of them.

The areas where we're strong, the Council says, spring from basic research, are heavily supported by private sector R&D money, and "can be initiated largely by individual innovation." The areas where we're losing badly—or have lost—are characterized

Photo by Greg Pease

Dr. Tom Velez, CEO of CTA Incorporated, proudly shows off a circuit board for the National Oceanic and Atmospheric Administration.

by "high capital costs, fragmentation, and underemphasis on manufacturing." The Council concludes this is because the United States, unlike our Pacific Rim and European competitors, doesn't have a policy of government support for crucial high-tech businesses.

Also, "The Japanese are protected in their country, but we are not protected in our country. They're coming in and eating our lunch," as Rick Monstein puts it. Mr. Monstein and his wife Marline own RAM Enterprises, an aerospace and telecommunications electronics company headquartered in Valencia, California.

"We should judiciously close the door" to other countries "and give our industries a chance to catch up," agrees Jack Villodas, CEO of International Creative Data Industries Inc. (ICDI)—a high-tech communications equipment company in Bethel, Connecticut.

The Bush Administration, meanwhile, is moving in fits and starts, amidst raging debate, toward increased funding to crucial high-tech areas. Earlier this year the White House Office of Science and Technology Policy placed its imprimatur on a list of 22 technologies it considers critical to prosperity and national security. The report came in response to a provision in the Defense Authorization Act of 1991, which was pushed by New Mexico Senator Jeff Bingaman.

Although the Administration has in the past blocked efforts to single out technologies for special favor, taking a stance against "industrial policy," it is starting to back proposals for government investment in technologies that are deemed "pre-competitive" and "generic," even where the investment will benefit specific industries. Clear winners—with appropriations included in the proposed federal budget—are a supercomputer network, high-speed trains, and electric vehicles. Losing technologies so far include high-definition television and x-ray lithography.

Even if the federal government doesn't help high-tech businesses, it should at least get out of the way, says Dr. Velez: "Technological growth is dependent on having technology sales, so I look at the markets." And when this CEO looks, he sees many outmoded regulations limiting export of American technology.

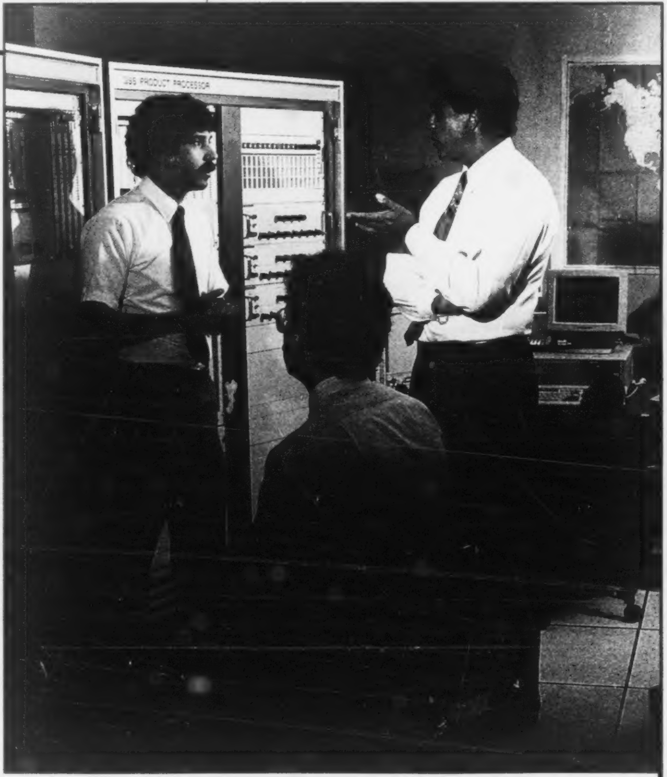
"One of my concerns is about rules for the export of technology," he says. "For example, I recently went to Brazil, where I talked to some members of their space agency. They told me that NEC [from Japan] and Cray [an American company] had been in competition to sell the Brazilian government a large supercomputer. But because supercomputers are on a special list of things we can't sell abroad, NEC got the contract. When we were the only nation in the world with supercomputers, that rule was probably wise. But today it's crazy for us not to be selling to Brazil."

Another area of concern that hits especially close to home for Dr. Velez is the commercialization of space, since his company is a player in the small satellite business.

"The government has a regulation that if you want to put a satellite into space you have to get a license from the Department of Commerce," he says. "Back when the U.S. government was the only entity that could build a satellite, that was a fine policy. But today's reality is that many companies in Europe and Japan are building rockets and satellites—even the Russians are beginning to sell them. We have to revisit those policies enacted in the early '60s and '70s. Now they are inhibiting the entry of U.S. companies into the international arena where our competitors have access."

Many high-tech company CEOs also say they'd like to see improvements in Small Business Administration (SBA) policies and procedures. "The SBA needs to revise its size standards for 8(a) set-aside status upward to accommodate the development of high-tech and small business concerns," says Nicholas Innerbichler, chair of the Latin American Management Association (LAMA) and CEO of Technical and Management Services Corp. (TAMSCO), an electronics and telecommunications component maker in Calverton, Maryland.

The problem, Mr. Innerbichler explains, is that "the minute you go over the size standards, which were set back in the early 1970s, you have to compete with companies like TRW, Hughes, and other giants. Inflation alone should have driven those numbers up." The size standards vary from industry to



Dr. Tom Velez (right) discusses a high-tech program with two CTA International engineers at the company's Rockville, Maryland headquarters.

Photo by Greg Pease

The Number 1 Hispanic High-Tech Company: CTA

America's biggest Hispanic-owned high-tech firm is aerospace/defense systems developer CTA Incorporated. CTA began in the legendary garage 12 years ago with just two employees. The garage was in Denver. Today they have more than 900 employees located in 14 sites across the nation and are headquartered in Rockville, Maryland—close to Washington, D.C.

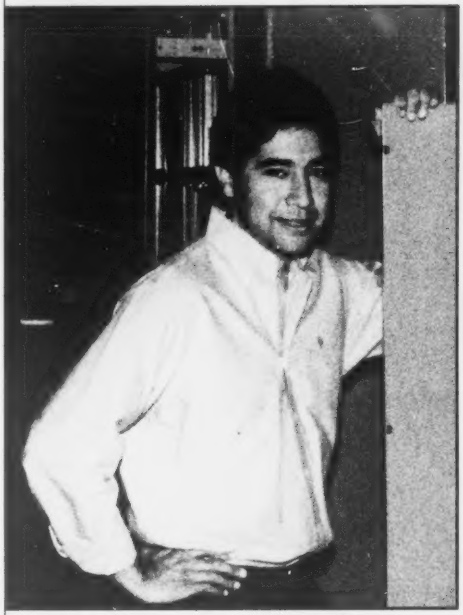
The leading edge nature of high-tech work means it's more subject to ups and downs than other industries. But CTA has led the Hispanic high-tech field steadily for the past five years. Revenues in 1990 were just shy of $90 million and the company has more than 60 active contracts going.

CTA initially stood for a longer name—Computer Technology Associated—but that "was a bit limiting," says CEO and majority stockholder Tom Velez, "since in reality we became a small aerospace company." And now they plan to become a really big aerospace company, despite the current cutbacks in defense spending, which accounts for about 60 percent of CTA's revenue. Another 40 percent comes from the FAA, NASA, and other government agencies.

With a Ph.D. in applied mathematics from Georgetown University and a law degree from the University of Baltimore, Dr. Velez is hardly your typical high-tech nerd. In fact, this Bronx-born son of Ecuadorean immigrants became a musician at age five and later studied classical violin at the Manhattan and Julliard Schools of Music.

It was his competitive streak that sealed his fate. When as a teenager he lost out in a national competition, Dr. Velez says, "I remember thinking that I wasn't going to be the best violinist, and that's when I started getting into mathematics."

He became a programmer for NASA and then directed a 250-person software engineering section for Martin Marietta Aerospace in Denver before founding CTA. All along the way, he's been looking like the best.



"America needs to get off its rear end" regarding education, says Peter Aguilar, CEO of Electrical Power Products in Santa Clara, California.

industry and apply either to employees or revenue.

Peter J. Aguilar, CEO of Electrical Power Products Inc. in Santa Clara, California, is also unhappy with the SBA. "It's one of my great frustrations," he says. It took him a full year to regain 8(a) set-aside status after he took control when his father died.

Another area where the government can—in a sense—get out of the way is in providing tax credits for investment in R&D, says Celestino Beltran, CEO of Comprehensive Technologies International (CTI) in Chantilly, Virginia. "The government has to provide a financial incentive for this investment." Mr. Beltran speaks from experience. With annual revenues still under $20 million, CTI has spent close to $3 million in the past two years on R&D.

"This year we invested all of our profits in R&D," he explains. He gambled on his ability to predict where technology was going, and apparently made the right decision. Mr. Beltran's investment was in a standardized means of data transmission called electronic data interchange (EDI), which offered huge opportunities for improved transmission of business data such as health care claims.

Another big investor in R&D is Alejandro Salas, CEO of Craftsmen Corp. in Smithtown, New York. He says his company plowed back 21 percent of its revenues into research. While 68 percent of Craftsmen's revenues come from the Department of Defense, "we are trying to diversify into commercial work through R&D," he explains.

The problem with R&D investment, Mr. Innerbichler notes, is that it is costly and the payback is uncertain. "It's just too expensive for small companies to emphasize R&D," he says. "Congress needs to look at providing a way to help us, either through tax incentives or through changing the formula so you can get R&D costs back." The Bush Administration does say it would like to see companies increase their emphasis on R&D spending, Mr. Innerbichler says.

CEO Marline Monstein and Vice President Rick Monstein of RAM Enterprises in Valencia, California, show off the laser range finder/designator they help McDonnell Douglas Astronautics Company make for the Army.

A big part of the problem small high-tech companies say they have in mounting larger R&D efforts is that it's hard to get working capital. The savings and loan crisis hit small businesses particularly hard. Mr. Innerbichler says he knows this problem well, both as a small business owner and as chair of LAMA, where the issue "is a common thread."

That's especially important, says CTI's Mr. Beltran, because Japanese businesses have much greater access to the capital needed to convert ideas into products. The reason companies like his have made such great strides in software development in the past decade, he adds, is that "the PC is the great equalizer. With powerful but inexpensive desktop computers, we have been able to make up for the absence of capital," he points out.

Another problem, says ICDI's Mr. Villodas, is that even when capital is available, the country's publicly owned firms "are losing it because everybody wants a quick return on their investment." By contrast, he points out, even the publicly held Japanese firms are willing to wait patiently for a return on their investment.

The Japanese, inspired largely by the management principles of an American—Dr. W. Edwards

THE 1991 HIGH·TECH DIRECTORY

Deming—long ago focused their manufacturing operations on high long term quality goals, rather than on the short term balance sheet, Mr. Villodas says. "Deming tried to tell us first," he adds, but Americans can still play the game. His own company, for example, has adopted many of the Deming methods, and each individual on the ICDI assembly line is responsible for quality.

In fact Ernest Camacho, CEO of Pacifica Services Inc. in Pasadena, California, says Dr. Deming's "total quality management" is the new buzzword that "everybody" is using now. "What Deming was stating way back then is very true," he observes.

"RAM Enterprises isn't just talking about total quality management, we've done it for the past two years," says owner Mr. Monstein. Possibly as a result, RAM won Northrop Corporation's "Supplier of the Year" award, was just nominated for the National Minority Supplier Development Council's "Minority Supplier of the Year Award," and is the main supplier now for Sikorsky Aviation.

CTA is also oriented to total quality management, says Dr. Velez. "We believe in continuous improvements in quality, always exceeding our customers' expectations."

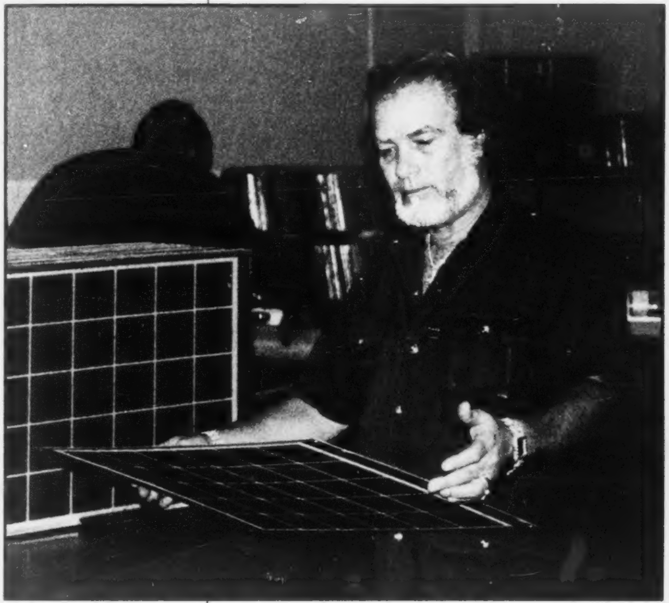


Photo by Sonny Mikrut

Robert Gonzalez, CEO of Quality Printed Circuits Corporation in Phoenix, inspects the quality of a printed circuit board.

But nobody's more passionate about quality than Gabriel Aguirre, chair of the U.S. Hispanic Chamber of Commerce and CEO of SaniServ Inc. in Indianapolis, a firm that's expanding from frozen food dispensing and surgical cooling apparatus into environmental monitoring devices. "America can be competitive with quality!" he insists. "There's still a market for goods made in America, and SaniServ is a proof of it, since 55 percent of our products go out of the country." His current thrust includes an attempt to acquire a company that makes high-tech devices for sensing loss of freon, a major pollutant.

"What everybody forgets...is simple," Mr. Aguirre exclaims. "The work ethic we had in the '40s was to build the best there was. But what we did at the end of the war was to take that to the Japanese. Then we ourselves forgot the ethics that made us a great nation. In the '50s we became a complacent nation with an emphasis on the quality of life—which people define as leisure time. If quality doesn't come about in this country, the price we are going to pay is a lower standard of living."

The difficulty now, Mr. Aguirre goes on gravely, is that we have to change basic cultural values. A greater emphasis on quality "all starts in the home and with education." CTI's Mr. Beltran, like most of the high-tech CEOs, agrees: "The number one problem facing our country today is our lack of commitment to an educated citizenry."

But how to solve it? "It's simple, but difficult to execute," says technical consultant Ralph Montijo Jr. "We need serious improvement all the way from kindergarten through the 12th grade. Then we need to graduate a superior product at the degree levels

Hernandez Engineering is literally a high-tech company. It works in outer space with NASA and other space agencies worldwide. Here CEO Miguel Hernandez poses with a model of the Space Station Freedom.

to feed this country's high-tech R&D needs." Mr. Montijo's company, Omniplan Corp., is headquartered in Culver City, California with an office in Houston where he spends most of his time.

Being a consultant, he naturally has some suggestions. For example, while the U.S. Constitution does not give the federal government a role in education, "there's room for a technical merit scholarship program where federal funds could subsidize above average students to follow the high-tech career path." And Mr. Montijo is doing his part. Omniplan is now funding the education of seven computer science students in Houston area universities, and this month will expand the program to 30.

Like it or not, the high-tech sector obviously still feels pressed to do for itself what has been neglected in the national agenda.

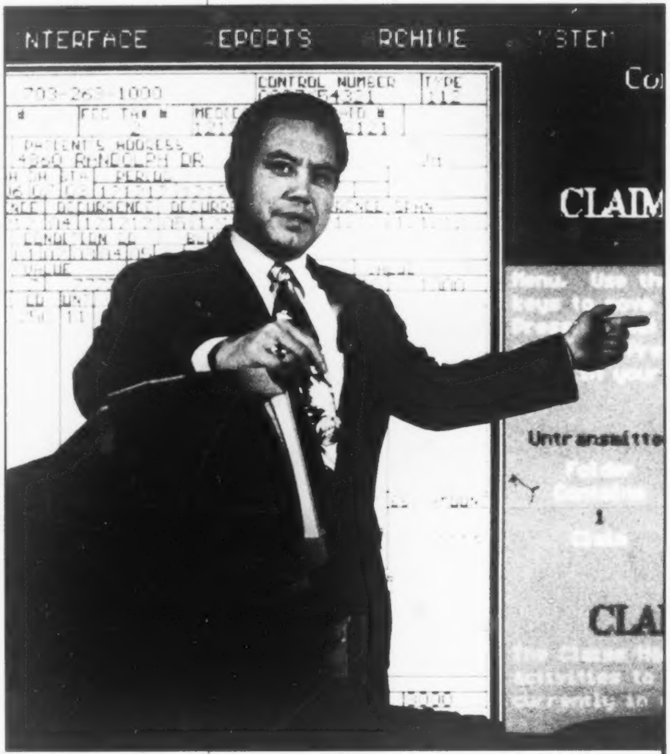


Photo by Frank Rad

Celestino Beltran, CEO of Comprehensive Technologies International in Chantilly, Virginia, believes that "our lack of commitment to an educated citizenry is the number 1 problem facing this country today."

Why Most U.S. Graduate Engineering Students Are Foreigners

High tech. We know it when we see it, but it's hard to define precisely. In identifying the top 50 U.S. Hispanic-owned high-tech companies this year, we used a definition supplied by Dr. Manuel Cereijo, professor of electrical engineering at Florida International University in Miami.

Dr. Cereijo says the best way to tell if a company is high tech is when the ratio of scientific and engineering personnel to nonscientific personnel is high. Of course, "high" varies from industry to industry, but it's a useful way of comparing firms within the same industry.

Simply put, high-tech companies need more scientists and engineers. If the company's work is labor intensive, it's probably not high tech.

Degrees in engineering and science also happen to be the highest paid, Dr. Cereijo points out. For example, the average student straight out of college with a bachelor's degree in engineering will begin at $32,000 to $33,000 a year. It's a great career opportunity, especially for Hispanics.

Then why is it that 56,000 of the 80,000 students now enrolled in U.S. graduate engineering programs are from foreign countries? That's 70 percent.

For starters, only 27 percent of all U.S. high schools even offer physics. "You have to decide in the seventh and eighth grades to take certain math and physics courses" to have a shot at such a career, Dr. Cereijo explains. But only one of every five high school grads has had physics. So it's no wonder the percent of college freshmen who are engineering majors is so low—just 8.5 percent. Five years ago it was 12 percent.

The percent of students studying engineering is much higher in Japan and Europe.

Even if the needed courses are available in high school, "students aren't properly advised," says Dr. Cereijo. "A lot of people think you need to be good with your hands to be a good engineer. That's not true. The main thing is if you like math and physics."

So—parents, schools, companies, politicians—isn't it time for us all to reinforce the front lines in this fight for technical survival and prosperity?

THE 1991 HIGH-TECH DIRECTORY

Rank	Company	CEO	High-Tech Product/Service	No. Emps.	1990 Sales*
1	**CTA Inc., Rockville, MD**	**C.E. (Tom) Velez**	**Aerospace/Defense Systems**	**904**	**$89.80**
2	Colsa Inc., Huntsville, AL	Francisco J. Collazo	Systems & Software Engineering	500	84.31
3	**RJO Enterprises Inc., Lanham, MD**	**Richard J. Otero**	**Information/Telecom. Systems**	**600**	**59.72**
4	Pacifica Services Inc., Pasadena, CA	Ernest M. Camacho	Com./Navigation Equip. Repair	750	55.70
5	**Infotec Development Inc., Santa Ana, CA**	**J. Fernando Niebla**	**High-Tech Engineering**	**550**	**52.16**
6	Advanced Sciences Inc., Albuquerque, NM	Ed L. Romero	Engineering & Environmental R&D	420	38.72
7	**J.T. Slocomb Co., S. Glastonbury, CT**	**E. John Gregory**	**Aircraft/Aerospace Components**	**395**	**36.17**
8	Magnet Industrial Group Inc., Milford, CT	John Soto	Diverse High-Tech Manufacturing	250	32.00
9	**TAMSCO, Calverton, MD**	**N.R. Innerbichler**	**Electronics/Telecom. Mfg.**	**504**	**31.60**
10	National Systems & Research Co., Colo. Springs, CO	Celestino Archuleta	Information Systems Engineering	500	31.50
11	**Microretailing Inc., Miami, FL**	**Francisco Victoria**	**Computer Network Design**	**55**	**26.00**
12	Computer Dynamics Inc., Virginia Beach, VA	R. Alan Fuentes	Systems Integration & Engineering	450	25.37
13	**SaniServ Inc., Indianapolis, IN**	**Gabriel E. Aguirre**	**Environmental Monitoring Systems**	**158**	**20.30**
14	Washington Consulting Group (The), Washington, DC	Armando C. Chapelli Jr.	Systems Integ., Custom Software	250	20.10
15	**Comprehensive Technologies Int'l Inc., Chantilly, VA**	**Celestino M. Beltran**	**Software Development**	**325**	**19.70**
16	SRSA Inc., Arlington, VA	Ramon A. Alvarez	Aviation-Related Systems Design	350	17.09
17	**Omniplan Corp., Culver City, CA**	**R.E. Montijo Jr.**	**Technical/Consultant Services**	**350**	**15.90**
18	Gonzalez Design Engineering, Madison Hts., MI	R.J. Gonzalez	Robotic Manufacturing Systems	310	15.50
19	**Government Micro Resources Inc., Chantilly, VA**	**Humberto Andres Pujals**	**Microcomputers**	**37**	**13.63**
20	Hernandez Engineering Inc., Houston, TX	Miguel A. Hernandez Jr.	Spaceflight Eng. & Tech. Support	215	12.28
21	**H-R Industries Inc., Richardson, TX**	**Paul R. Dickinson**	**Multilayer Circuit Board Mfg.**	**104**	**11.94**
22	Rosas Computer Co. Inc., Corpus Christi, TX	Leo Rosas	Systems Design & Integration	70	11.70
23	**Lucero Computer Products, Idaho Falls, ID**	**Yvonne R. Lucero**	**Network & Systems Design**	**20**	**10.27**
24	Northbrook Computers Inc., Northbrook, IL	Carlos M. Frum	Network Design & Integration	30	10.00
25	**Touche Mfg. Inc., San Jose, CA**	**Antonio Zertuche**	**Metal Computer Components**	**130**	**9.30**
26	Scientech Inc., Idaho Falls, ID	Larry J. Ybarrondo	GAMMA Desitometer Instru.	136	8.65
27	**Sausedo Metal Products Inc., San Jose, CA**	**Robert A. Sausedo**	**Telecom./Computer Components**	**104**	**8.50**
28	Quality Printed Circuits Corp., Phoenix, AZ	Robert L. Gonzalez	Printed Circuit Boards	130	8.29
29	**Computer Resource Management Inc., Herndon, VA**	**Ervin E. Torrez**	**Systems Engineering**	**170**	**8.22**
30	Arcom Electronics Inc., San Jose, CA	Armando Garcia	Computer Components	25	8.15
31	**Pressure Systems Inc., Hampton, VA**	**Douglas B. Juanarena**	**Pressure Sensing Instrumentation**	**85**	**7.98**
32	Technical Telephone Systems Inc., Staten Island, NY	George Cruzado	Telephone & Video Systems Integ.	70	7.60
33	**Cordoba Corp., Los Angeles, CA**	**George L. Pla**	**Systems Development**	**103**	**7.00**
34	RAM Enterprises Inc., Valencia, CA	Marline Monstein	Aerospace & Telecom. Electronics	13	6.34
35	**Power Energy Industries, Carson, CA**	**Ernest R. Schoop**	**Rectifiers and Power Supplies**	**60**	**6.13**
36	Deneba Systems Inc., Miami, FL	Manuel E. Menendez	Software Development	42	6.12
37	**Hartec Enterprises Inc., El Paso, TX**	**J. Anthony Ruiz**	**Aerospace Ground Support Equip.**	**35**	**6.05**
38	Electrical Power Products Inc., Santa Clara, CA	Peter J. Aguilar	Custom Electrical Equipment	47	6.00
39	**Thermionics Laboratory Inc., Hayward, CA**	**John J. Trujillo**	**Ultra/High Vacuum Products**	**65**	**6.00**
40	Greenbar Corp., Thornton, CO	Gary Solis	Data Com. System Integration	19	5.00
41	**A/S/K Assoc. Inc., Lawrence, KS**	**Kenneth Martinez**	**ADP System Design & Devel.**	**207**	**4.84**
42	HJ Ford Associates Inc., Arlington, VA	Jorge Aldulin	High-Tech Enineering Services	61	4.50
43	**Orion Int'l Technologies Inc., Albuquerque, NM**	**Miguel Rios Jr.**	**Engineering & Scientific Services**	**55**	**4.30**
44	AVG Inc., Valencia, CA	Alvaro J. Villa	Robotic Equipment	75	4.11
45	**International Creative Data Industries, Bethel, CT**	**Jack Villodas**	**High-Tech Communications Equip.**	**37**	**4.10**
46	Ferco Tech Corporation, Franklin, OH	Guillermo G. Fernandez	Aircraft Engine Parts	75	3.97
47	**International Trading & Engineering, Miami, Fl**	**Pablo J. Mila**	**High-Tech Equipment for Utilities**	**8**	**3.80**
48	Alamo Technology Inc., San Antonio, TX	Doroteo Chavarria	Aircraft Engine Test Systems	60	3.79
49	**Craftsmen Corp., Smithtown, NY**	**Alejandro Salas**	**Automatic Computer Test Equip.**	**46**	**3.02**
50	Biomedical International Corp., Miami, FL	Juan R. Borges	Medical/Lab Equipment Services	9	3.00

*In millions of dollars

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SBA Playing a Numbers Game?

Serious problems with SBA reporting on Hispanic contracts.

By Brian Wright O'Connor

For the past eight years, the National Association of Latino Elected Officials (NALEO) has petitioned the U.S. Small Business Administration for the dollar figures on federal 8(a) set-aside contracts with Hispanic businesses.

The SBA's latest figures for 1989 and 1990, released to NALEO in June, contradict the figures released in March by SBA officials. Specifically, the new revised numbers are much higher for both 1989 and 1990. Why the revision?

The June numbers would indicate that federal dollars to Hispanic 8(a) contractors jumped $339 million—31.5 *percent more*—from fiscal year 1989 to FY 1990, going from $1.082 billion to $1.422 billion. About $1.015 billion of this reportedly came from the Department of Defense. As NALEO notes, this 1990 number for Hispanics would represent 70 cents out of every $100 in contracts awarded by federal departments and agencies, "less than the equivalent of four days spending by the Department of Defense."

By contrast, the earlier SBA figures released in March indicated that Hispanic businesses did 33 *percent less* 8(a) business with the federal government in 1990 than the year before, down from $781 million to $526 million. More like 30 cents out of every $100. (See "Small Change From the SBA," May 1991.)

That's a discrepancy of $897 million in the two sets of figures for 1990, and a difference of $301 million in the two sets of 1989 numbers used to calculate growth.

It is intriguing to note that the SBA number for Hispanic contracts, only reported in June—$1.4 billion—is virtually the same as the number reported in March for four minority groups (African Americans, Hispanics, Minority Group Women, and Nonminority Group Women).

Rob Parral, senior research associate in NALEO's Washington, D.C. office, chalks up these statistical discrepancies to several factors.

To begin with, the government's sprawling bureaucracy poses logistical problems for number crunchers trying to gather figures in a timely fashion. With 19 separate agencies participating in the 8(a) program, data collectors must often wait six months after the September 30 conclusion of the federal fiscal year to get final 8(a) contract numbers.

Then there's the more delicate problem of motivation. Can bureaucrats be expected to compile data with the diligence that watchdogs like NALEO's Mr. Paral bring to the task? Despite repeated requests for comment, no SBA official was available to answer that question.

But, according to former SBA Administrator James Saunders, the answer is an emphatic "No!" "When I was there we had a very difficult time getting quick or accurate figures from the 8(a) department," says Mr. Saunders, whose four-year tenure at the SBA (1982-1986) ranks as the longest in recent history.

The SBA's spotty performance in record keeping is best illustrated by a NALEO study a few years back, when Mr. Paral discovered the Illinois region reporting *negative* contract numbers for Hispanic firms. Was the government taking money from contractors? No one seemed to know. "One of the problems," notes Mr. Paral, "is that there are relatively few people looking at Hispanic 8(a) contracting."

Recent reforms to the agency were designed to bring more professionalism to the 8(a) program. But concurrent budget cuts and continuing turnover at high agency levels have hampered such efforts to streamline the awards process and improve reporting methods.

Dr. Harry Pachon, NALEO's executive director, sees additional obstacles in the lack of uniform federal commitment to the 8(a) program. While several departments and agencies received high marks from NALEO for contracting efforts with Hispanic firms, others have remained mired at the bottom of the scale, receiving failing marks year after year.

"Among our recommendations was that the departments at the lower end of the scale ought to look at those at the top as models for improvement," explains Dr. Pachon. "We also should be receiving figures on a biannual basis rather than only once a year, and receiving reports from each individual agency. There needs to be more accountability."

1990 Hispanic 8(a) Contracts by Federal Department/Agency*

Department/ Agencies	Hispanic 8(a) % of Total Contracts	Amount $ Million
State	5.8%	$24.4
Interior	3.5	48.7
HUD	2.1	2.5
Transportation	2.0	62.5
Education	1.8	4.6
Health & HS	1.7	22.0
USIA	1.5	1.6
Commerce	1.5	8.6
AID	1.2	4.7
VA	1.0	28.2
FEMA	.8	1.6
Defense	.7	1,015.9
Agriculture	.7	19.7
Energy	.7	117.9
GSA	.5	6.4
Labor	.4	2.9
Treasury	.3	4.7
NASA	.2	25.2
Justice	.2	2.8
TOTAL FEDERAL	**.7%**	**$1,421.6**

Fiscal year Oct. to Oct. does not include contract modification amounts.

* Source SBA, General Services Administration, Federal Procurement Data Center, NALEO Background Paper #18.

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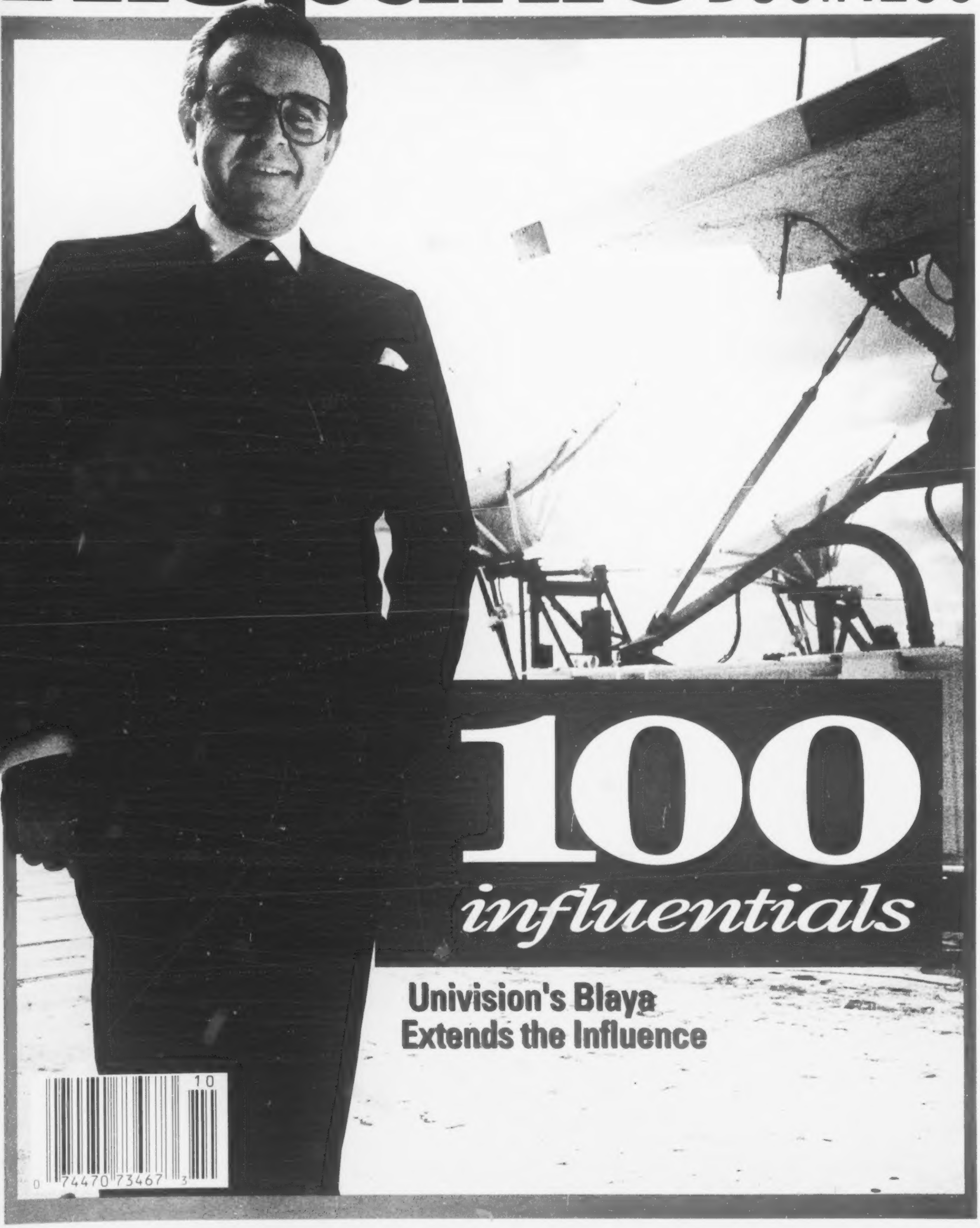

100 influentials

Univision's Blaya Extends the Influence

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Joaquin Blaya, acting president of Univision Holdings. Photo by Leon Corry. Cover design by Buffalo Brothers Studios West.

DIRECT LINE

"The playing field is not only more level than it used to be, but also much bigger."

Our cover this month says it all. U.S. Hispanic influence is growing, not only domestically but on the international front.

Joaquin Blaya, one of the pioneers of U.S. Hispanic media, has been named to head the country's most potent media organization specializing in programming and reach to Hispanic media consumers. He is the new acting president of Univision Holdings, which includes America's premier Spanish-language television network and its largest Spanish-language magazine.

But the bigger story there is that Mr. Blaya is positioning his organization to make Univision as potent a network throughout Latin America as it is here.

In fact this is perhaps the most important story on the U.S. Hispanic beat for 1991: The expansion of opportunities for involvement in global events. U.S. Hispanics are beginning to flex their entrepreneurial muscles in the international marketplace.

The announcement of Univision's expansion into markets to the south comes just as Hispanic Business celebrates its annual issue on influential Hispanics. Mr. Blaya, who is pictured on our cover with some of the satellite dishes that Univision uses to beam its programs upward and outward, is of course included in this estimable group.

Our cover story on the 100 Influentials for 1991 confirms a growing awareness among these men and women of their diverse community's burgeoning importance—and the importance of their views on public issues both domestic and international.

In addition to Mr. Blaya, many other Influentials are either expanding their businesses internationally or participating in foreign affairs. But their international interests are not always obvious. For example, Gabe Aguirre, the CEO of SaniServ Inc. in Indianapolis—a city not normally noted as an international gateway—says that more than half of his company's sales of ice cream and soda dispensing machines are to customers in other countries. Indeed, it seems that every time we call him he is working abroad, in places as widely dispersed as Japan and Nigeria.

Other Influentials who are more obviously concerned with the international sphere include Florida Congresswoman Ileana Ros-Lehtinen, a member of the House Foreign Affairs Committee. Then there is Andres Bande, the president of telecommunications company Ameritech International in Chicago. And Miguel R. San Juan, vice president of the world trade division of the Greater Houston Partnership. The list goes on and on.

The international theme pervades many other articles in this issue as well. In Miami, Dr. Modesto (Mitch) Maidique, president of Florida International University, draws on his own experience to prepare FIU students for effective business competition in the global marketplace. Dr. Maidique brings to his educational role a wealth of business knowledge gained during many years as an entrepreneur, corporate manager, and venture capitalist.

Doing business in Latin America does of course require Spanish-language skills. Even for those Hispanic businessmen and women who have a distinct advantage over other Americans because of their fluency in Spanish, computerized translations of documents could be a major time saver. While such software is clearly still evolving, three packages reviewed in this issue already take much of the drudgery out of the task.

I can't help but reflect that several of the Influentials have said they're concerned with ensuring that U.S. Hispanics have a level playing field. It seems to me that this playing field is not only more level than it used to be, but also much bigger.

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100 influentials

WHAT HISPANIC LEADERS THINK ABOUT QUOTAS, CIVIL RIGHTS, AND THE 1992 ELECTIONS.

Who is the most influential Hispanic in America today? The answer is obviously subjective. But who better to ask than the 100 Influentials polled by **HISPANIC BUSINESS**?

Secretary of the Interior Manuel Lujan Jr. emerged as their pick for 1991. A full quarter of the Influentials' responses named Secretary Lujan, the only Hispanic currently holding a cabinet level position in the Bush Administration.

MANUEL LUJAN JR.
Secretary of the Interior
Dept. of the Interior / Washington, DC

Commenting on the subject of success, Secretary Lujan has one word: "education." Because challenges are changing so fast, he says, the key to success is being able "to diversify, to make career changes and other adjustments to keep pace...With a good education, a person can maintain strong cultural roots while continually branching out to be successful in the world at large."

Emerging in second place for top honors was a newcomer who burst onto the national political scene just this year. Gloria Molina, the first Hispanic to serve on the powerful Los Angeles County Board of Supervisors since 1876, garnered 15 percent of the Influentials' votes.

And who are the 100 Influentials? They are picked annually by the **HISPANIC BUSINESS** Editorial Board from a large crop of nominees submitted throughout the year by readers. Our only problem with this task is also a source of pride: too many names. We make a special effort to keep the listing fresh; to single out the nominees who, like Ms. Molina, have newly grasped the brass ring. For that reason some Hispanic "household names" inevitably will not appear on the list each year. No slight is intended. Rather, we want to give the "up and comers" more of a chance to take a bow.

JOAQUIN F. BLAYA
Acting President
Univision Holdings Inc.
New York, NY

In fact no person, no matter how important, has been listed in each of our nine annual listings, and eight-time Influential Congressman Esteban Torres

JOSEPH A. UNANUE
Chief Executive Officer
Goya Foods Inc.
Secaucus, NJ

DAN MORALES
Attorney General
State of Texas
Austin, TX

GLORIA MOLINA
Member
LA Board of Supervisors / Los Angeles, CA

of California, now deputy whip of the House, is an exception.

Other rising stars on the 1991 list besides Ms. Molina include Univision Holdings Inc.'s new Acting President Joaquin Blaya. Another is Dolores Atencio, just elected president of the Hispanic National Bar Association (HNBA). The HNBA's former president, Robert Ruiz, has moved on to become chair of the Illinois University System. Another attorney, Frank Quevedo, is the newly named chair of the Mexican American Legal Defense and Educational Fund.

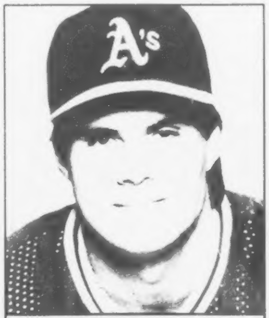
In Texas, Lena Guerrero was recently voted head of perhaps the country's most powerful commission. As chair of the Railroad Commission of Texas, she oversees regulation of two critical elements in the Lone Star State's economy—energy and transportation. Aeronautical engineer Ana Sol Gutierrez is the first Hispanic ever elected to a county board of education in the state of Maryland.

And in California, Victor Villasenor, who earlier wrote the

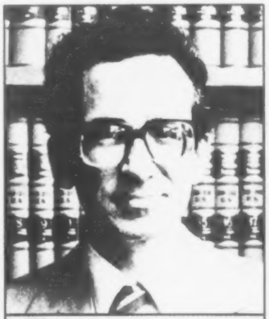
LENA GUERRERO
Chair
Texas Railroad Commission
Austin, TX

FERNANDO FERRER
President
Borough of the Bronx
New York, NY

GABRIEL AGUIRRE
Chair, USHCC
President, SaniServ Inc.
Indianapolis, IN



JOSE CANSECO
Right Field
Oakland A's
Oakland, CA



FERDINAND FERNANDEZ
Judge
U.S. Circuit Court
Los Angeles, CA

E. "KIKA" DE LA GARZA
Chair, Agriculture Comm.
Member of Congress (D-TX)
Washington, DC

100 influentials

WILL HISPANICS RECEIVE PROPORTIONATE REPRESENTATION IN THIS DECADE WITHOUT AFFIRMATIVE ACTION, GOALS, TIMETABLES?

> ***"Discrimination, bigotry, prejudice are not myths...[But] We have reached critical mass and will receive increasing representation with or without goals."***
>
> —Ana Maria Fernandez Haar, IAC Advertising

Cathi Villalpando
U.S. Treasurer
Washington, DC

film "Ballad of Gregorio Cortez" has just published *Rain of Gold*, a critically acclaimed book describing the journey his parents made from revolutionary Mexico to a very different life in California. The Public Broadcasting System currently plans to base a TV miniseries on Mr. Villasenor's story.

Besides asking what the Influentials are doing, we asked them what they're thinking—about some very difficult issues. The questions focused heavily on issues affecting Hispanics nationwide, including affirmative action, civil rights, and national politics in general.

Steven E. de Souza
Screenwriter
Hollywood, CA

Because not all of the 100 Influentials responded to each question, the results of the survey are reported as percentages of those who did respond. For example, Federal Circuit Court of Appeals Judge Ferdinand Fernandez in Los Angeles felt constrained not to express partisan views.

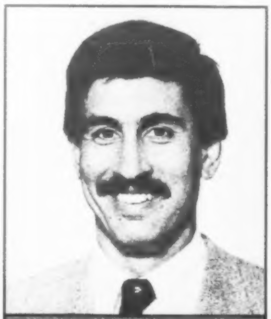
Some of the most intense heat is being generated by the debate over African American conservative Judge Clarence Thomas's nomination for a seat on the U.S. Supreme Court. Almost three-fourths of the Influentials say they consider the nomination "an ideological choice." Asked if they approve of the choice, 43 percent say "yes," 34 percent disapprove, and a surprising 23 percent are undecided. A more specific question on whether they agree with the U.S. Hispanic Chamber of Commerce board of directors' support of the Thomas nomination met with roughly the same response.

Capt. Henry [illegible]
Chief Far East/So. Asia
The Joint Staff
Washington, DC

One of Judge Thomas's Hispanic supporters is Eduardo Aguirre Jr., who was recently appointed to the National Commission for Employment Policy by President Bush. Mr. Aguirre

Sally Hernandez-Pinero
Dpty Mayor Fin./Ec. Dev.
City of New York
New York, NY

Robert Ruiz
Chair
Illinois University System
Chicago, IL



Hank Adorno
Managing Partner
Adorno & Zeder
Miami, FL

Raul Yzaguirre
President
Nat. Council of La Raza
Washington, DC

100 influentials

WILL HISPANICS RECEIVE PROPORTIONATE REPRESENTATION IN THIS DECADE WITH AFFIRMATIVE ACTION, GOALS, TIMETABLES?

"No. We barely have nominal representation, even with goals."

—Frank Rivera Sr., Advanced Data Concepts

Gloria Estefan
Pop Singer
Miami, FL

predicts that "Judge Clarence Thomas will prove to be an outstanding Supreme Court justice. As much as I would have liked to see a Hispanic nominee, President Bush has chosen someone who overcame discrimination, achieving success through dedication, education, and hard work. Who can argue with that?"

Actually, quite a few people do argue with that. Frank Rivera Sr., the CEO of Advanced Data Concepts Inc. in Portland, says of Justice Thomas that, "Like [Judge Robert] Bork, Thomas panders principles in pursuit of ambition." The proposed replacement of one African American—Justice Thurgood Marshall—with another might or might not imply that there is a "black seat" on the Supreme Court. But it's clear that there is no Hispanic seat. Should there be? An overwhelming 94 percent of the Influentials say they believe there should be a Hispanic justice on the Supreme Court.

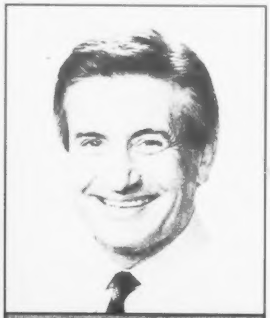
Hector Ruiz
Senior Vice President
Motorola Semiconductor
Phoenix, AZ

"President Bush should have nominated a Hispanic" this time, Mr. Rivera believes. "Mr. Bush has shown no sensitivity toward Hispanics." Hank Adorno, managing partner in the major Miami law firm of Adorno & Zeder, agrees. "When you have a population of 22 million Hispanics," Mr. Adorno points out, "having a representative of that large a group on the Supreme Court is absolutely essential."

Mike S. Gonzales
Decathlon Champion
1992 Olympic Hopeful
Newport Beach, CA

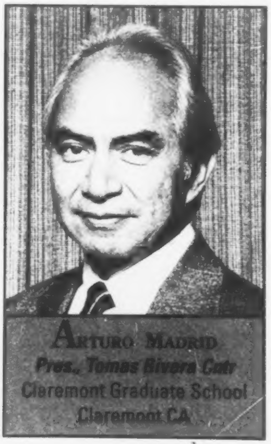
Two of the people who believe there should *not* be a Hispanic on the Supreme Court take that stand for quite different reasons. Hector Ruiz, a senior vice president for Motorola Inc. in Phoenix questions why a Hispanic should be selected. "Above anything else," he says, "I want the nine justices of the Court to be the best." Taking a more resigned position is Jose Angel Gutierrez,

Victoria Corderi
Co-Anchor
"CBS This Morning"
New York, NY



Peter Gibert
President
The Harper Group
San Francisco, CA

Rita Esquivel
Dir., Bilingual Education
U.S. Dept. of Education
Washington, DC



Arturo Madrid
Pres., Tomas Rivera Cntr
Claremont Graduate School
Claremont CA

DO YOU UNDERSTAND MINORITY HIRING GOALS AS BEING "QUOTAS"?

"No. 'Quota' is being used as a code word to block improvements in hiring practices."

—Ana Sol Gutierrez, LORAL Corp.

Henry B. Gonzalez
Chair, Banking Committee
Member of Congress (D-TX)
Washington, DC

executive director of the Greater Texas Legal Foundation in Dallas. His strongly stated view is that "Hispanics appointed under Bush would be clones of Clarence Thomas—or worse."

The questions on affirmative action and quotas stirred up the Influentials more than any we've ever asked. Most often, people are clearly angered by what they see as a loss of hard-won progress since the Civil Rights Act of 1964. Less than one quarter of the Influentials believe that Hispanics will receive proportionate representation in the 1990s without affirmative action programs, minority hiring goals, and timetables—all of which have come under very heavy fire during the Bush Administration.

Tom Velez
President and CEO
CTA Inc.
Rockville, MD

Not surprisingly then, 69 percent favor such approaches designed to create "a leveled playing field," in the words of Cris Campos, vice president of operations for Union Carbide Industrial Gases Inc. in Tonawanda, New York. Even *with* goals, adds Mr. Rivera of Advanced Data Concepts, "we barely receive nominal representation." He definitely favors goals and timetables, "but only if Hispanics, and not just blacks, benefit" from them.

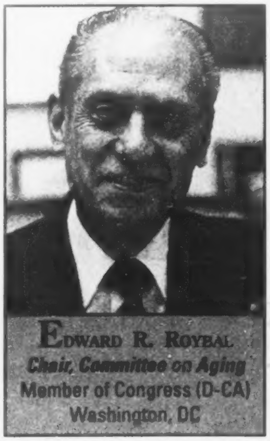
And Ms. Gutierrez, the new member of the Montgomery, Maryland Board of Education, exclaims,"We need to strengthen affirmative action, not weaken it!"

Cristina Saralegui
TV Host, Journalist
"The Cristina Show"
Miami, FL

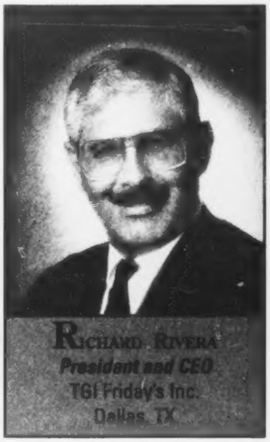
Another Influential favoring goals and timetables is Ana Maria Fernandez Haar, president of Miami's IAC Advertising Group Inc. "Past discrimination, bigotry, and prejudice are not myths," she begins with grim conviction. "They are a reality being reflected in extremely low levels of participation and representation in the House of Representatives, in the Senate, at

Frank E. Rivera Sr.
Chief Executive Officer
Advanced Data Concepts
Portland, OR

Ileana Ros-Lehtinen
Member For. Affairs Comm.
Member of Congress (R-FL)
Washington, DC



Edward R. Roybal
Chair, Committee on Aging
Member of Congress (D-CA)
Washington, DC

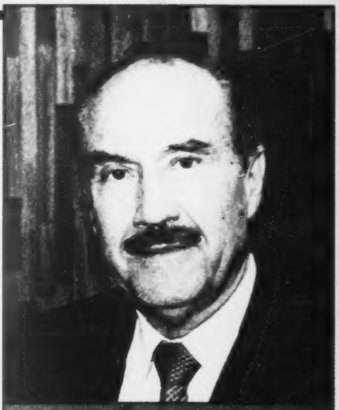


Richard Rivera
President and CEO
TGI Friday's Inc.
Dallas, TX

DO YOU FAVOR AFFIRMATIVE ACTION AND GOALS?

"No. [Instead] Our emphasis on education must be radically reevaluated."

—Hector Ruiz, Motorola Semiconductor



Juan Grau
President and CEO
Bacardi Imports Inc.
Miami, Fl

the highest levels of the American corporate structure, and in access to credit, housing, and educational opportunities. But with or without affirmative action and minority hiring goals," she continues, "Hispanics in this country have reached critical mass and will receive increasing representation in the coming decade with or without goals."

Maria Conchita Alonso
Singer, Actress
Los Angeles, CA

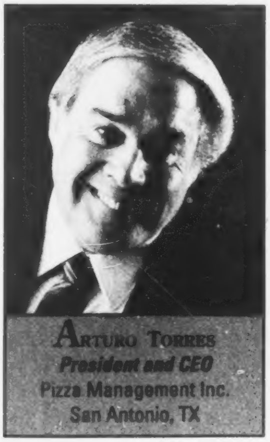
On the other side of this particular fence is Motorola's Mr. Ruiz. An opponent of goals and timetables, he says seriously, "We as Hispanics must assume *much more* of the responsibility for our future than simply relying on goals/quotas or any other government program. Our family values and our emphasis on education must be promptly and radically reevaluated if we are to effectively benefit from any catalytic program."

Most of the Influentials say that unlike President Bush they do not see goals as the equivalent of quotas. The margin on that issue is 78 percent to 22 percent. Ms. Gutierrez takes the strongest stand on the goals versus quotas question, commenting that she believes "'quota' is being used as a code word to block improvements in hiring practices."

Julio A. Martinez, M.D.
Prof. of Neuropathology
University of Pittsburgh
Pittsburgh, PA

The HNBA's Ms. Atencio does see goals as possibly being quotas, but "quotas absent the enforcement." Depending on the level of the organization's own decision and commitment, she points out, "they can be implemented as quotas."

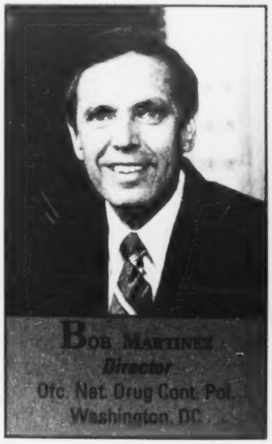
Moving to the battlefield on which political issues are settled, we asked the Influentials how they intend to vote in the 1992 presidential election. At least among this select group, George Bush doesn't have the election all sewn up. Only 38 percent say



Arturo Torres
President and CEO
Pizza Management Inc.
San Antonio, TX

Jorge del Pinal
Chief, Eth. & Hisp. Stat.
U.S. Census Bureau
Washington, DC

Ana Sol Gutierrez
Senior Engineer
LORAL Corp. for NASA
Greenbelt, MD



Bob Martinez
Director
Ofc. Nat. Drug Cont. Pol.
Washington, DC

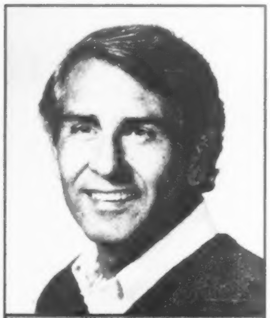
100 influentials

> DID YOU APPROVE OF THE CLARENCE THOMAS SUPREME COURT NOMINATION?
>
> ***"He overcame discrimination, achieving success through dedication, education, and hard work. Who can argue with that?"***
>
> —Eduardo Aguirre Jr., Commission for Employment Policy

ANTONIA NOVELLO, M.D.
U.S. Surgeon General
Washington, DC

they have decided to vote for him, 37 percent are definitely opposed, and a big 25 percent are still undecided.

One of the strongest votes of confidence for the President comes from Gabriel Aguirre, who chairs the U.S. Hispanic Chamber of Commerce. "I intend to vote for George Bush," Mr. Aguirre declares, "because he has been responsive not only to the needs of the business world, but also to issues of concern to minorities."



RON ARIAS
Senior Writer
People **magazine**
New York, NY

How do the Influentials feel about a Bush ticket with a Hispanic running mate? Some, like Elaine Coronado, president of the Hispanic Alliance for Free Trade Inc. in Washington, say they'll vote for President Bush "regardless of the ethnicity of his running mate." But many others—an additional 15 percent—say they'd vote for President Bush if he chose a Hispanic running mate. Miguel Mendez, a Stanford law professor, says that while he does not intend to vote for Mr. Bush, it "depends on his running mate. If he selects someone like Esteban Torres or Gloria Molina, that would represent the kind of change that might cause me to support him." "It would depend on the quality of the Hispanic," Mr. Rivera agrees.

MIGUEL ANGEL CORZO
Director
Getty Conservation Institute
Los Angeles, CA

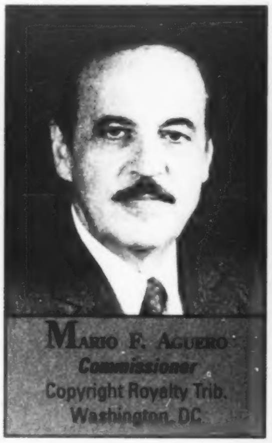
On the other hand, Peggy Ventura, a Denver attorney and member of the Colorado Reapportionment Commission, says that although she is undecided on whether or not to vote for Mr. Bush in 1992, his choice of a Hispanic running mate "would not be the deciding factor."

If not Bush, then who? There's the rub. We asked the Influentials whom they prefer from a wide range of front-running Democrats. Only New York Governor Mario Cuomo elicits much

ANA M. FERNANDEZ HAAR
President, Founder
IAC Advertising Group
Miami, FL

ESTEBAN TORRES
Deputy Whip
Member of Congress (D-CA)
Washington, DC

RAUL JULIA
Stage and Screen Actor
New York, NY



MARIO F. AGUERO
Commissioner
Copyright Royalty Trib.
Washington, DC

100 influentials

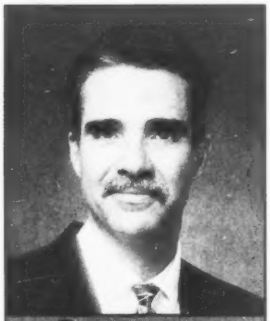
> DID YOU APPROVE OF THE CLARENCE THOMAS SUPREME COURT NOMINATION?
>
> ***"Thomas's ideology would move the equal opportunity clock back more than 25 years."***
>
> —Ana Sol Gutierrez, LORAL Corp.

Dolores Atencio
President
Hispanic Nat. Bar Assn

enthusiasm. And at that only 12 of the responding Influentials say they would like the opportunity to vote for him.

Mr. Campos may be speaking for many of the uncommitted voters when he comments that all the Democratic candidates "lack a credible program and agenda." Motorola's Mr. Ruiz has even stronger words about the situation: "The Democratic Party has failed miserably at addressing the needs and rights of minorities in general."

We asked the Influentials one question that explicitly combines politics and civil rights: "Do you believe race and civil rights will become issues during President Bush's reelection campaign?" Most agree—by a margin of 59 percent to 17 percent, with 24 percent unsure. Ms. Atencio makes a point of adding that she feels the Democratic Party and its candidates should also make race and civil rights key issues in the campaign.



Octavio Visiedo
Superintendent
Dade County School District
Miami, Fl.

Another question was about the Congressional Hispanic Caucus, which includes all but or of the nine voting and thre nonvoting Hispanic membe of Congress. Maverick Representative Henry B. Gonzalez of Texas, who chairs the important House Banking Committee, has elected not to join. The Caucus includes both Democratic and Republican members, but more important, the group appears unable to work as a coalition.

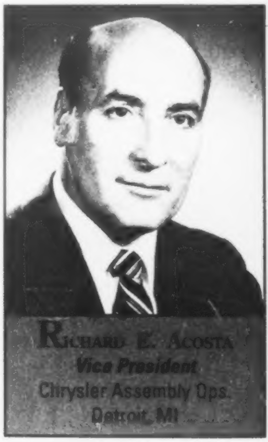
Judith F. Baca
Muralist
Venice, CA

We asked the Influentials if they would like the Caucus to pursue a common legislative agenda for the benefit of all Hispanics. That was an easy one: 98 percent say "yes." But this apparent near unanimity hides quite different views on the possibility of change. The Hispanic Alliance's Ms. Coronado, for ex-

Andres Bande
President
Ameritech International
Chicago, IL

Victor Marrero
Partner
Brown & Wood
New York, NY

Andy Garcia
Film Actor
Los Angeles, CA



Richard E. Acosta
Vice President
Chrysler Assembly Ops.
Detroit, MI

100 influentials

SHOULD THERE BE A HISPANIC JUSTICE ON THE SUPREME COURT?

"No. A Hispanic appointed under Bush would be a clone of Clarence Thomas or worse."

—Jose Angel Gutierrez, Greater Texas Legal Fund

Solomon P. Ortiz
Chair, Hisp. Cong. Caucus
Member of Congress (D-TX)
Washington, DC

ample, believes the Caucus has the potential to be a powerful force in benefiting Hispanics, and regrets that "unfortunately partisan politics always seems to prevail." Hector Ruiz comments that we don't need new laws, just enforcement of old ones.

Margarita Roque, executive director of the Caucus, offers an insider's perspective in defense of its lack of cohesion. "The Congressional Hispanic Caucus," she reasons, "is truly representative of the diversity found among Hispanics. To advocate that there be one common agenda that would serve all Hispanics is to be out of step with reality."

Albert Baez
Physicist
Inventor X-ray Tele/Microscope
Greenbrae, CA

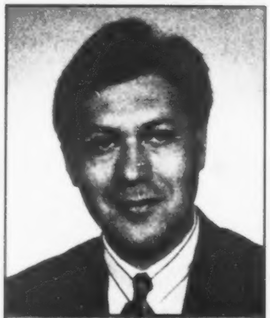
The Influentials are almost unanimous in supporting trade with Mexico too—again 98 percent are in favor. Speaking for the majority, the Employment Policy Commission's Mr. Aguirre declares that the Free Trade Agreement "will make Mexico a healthier neighbor and strengthen the hemisphere—to our benefit."

A more divisive political question is that of whether tax money should be used to support private schools, as President Bush has proposed. On that one, 37 percent say yes and 63 percent are opposed.

Ms. Gutierrez of the Montgomery County Maryland School Board offers an adamant inside view on this issue. "By reducing the extremely limited funds allocated to education in the public schools," she stresses, "the Bush Administration is endorsing the unjust and undemocratic concept of education for the elite few."

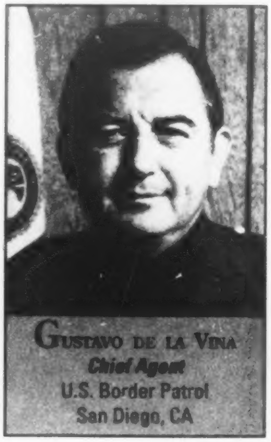
Michelle Kearney
Sr. VP, Int. TV
Carolco Films, Int.
New York, NY

Coming out with a qualified "yes" on this issue is Raul Yzaguirre, chief executive of the National Council of La Raza in Washington. Mr. Yzaguirre would support tax funding for pri-

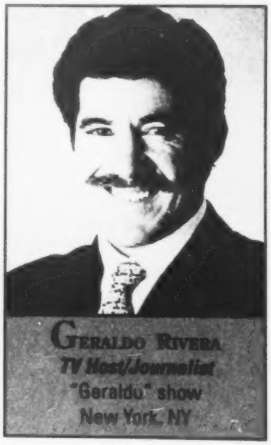


David Pena
Partner
Adorno and Zeder
Miami, FL

Bill Richardson
At Large Whip
Member of Congress (D-NM)
Washington, DC



Gustavo de la Vina
Chief Agent
U.S. Border Patrol
San Diego, CA



Geraldo Rivera
TV Host/Journalist
"Geraldo" show
New York, NY

100 influentials

SHOULD THERE BE A HISPANIC JUSTICE ON THE SUPREME COURT?

"When you have a population of 22 million... it's absolutely essential."

—Hank Adorno, Adorno & Zeder

GADDI VASQUEZ
County Supervisor
Orange County
Santa Ana, CA

vate schools, but only if it's done "under certain very carefully defined circumstances."

So that's what influential Hispanics are thinking as we move into an election year potentially offering many surprises. We've named and pictured each one of the 100 Influentials for 1991. But what kind of mix are they this year demographically?

LINDA RONSTADT
Singer, Songwriter
San Francisco, CA

Just under half—49 percent—are Republican and 35 percent are Democrat. Those born in the United States outnumber the foreign born 61 percent to 39 percent. Their cultural background, reflecting the national origin of the overall Hispanic community, is predominantly Mexican, 45 percent, followed by Cuban, 23 percent, and Puerto Rican, 12.

The Influentials are more than accomplished and recognized. They're also extremely well educated and well rewarded financially. About 96 percent of the respondents have at least some college, and 68 percent have done postgraduate work. An incredible 76 percent made $100,000 or more last year, and another 18 percent made between $50,000 and $99,000. The majority live either in the Southwest or Northeast, and very few speak only Spanish at home or work.

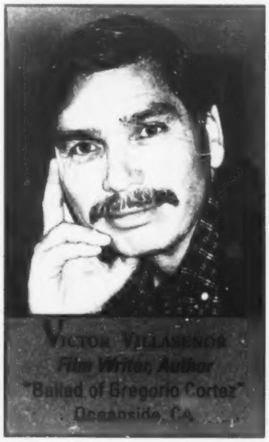
DANIEL J. HERNANDEZ
Brigadier General
U.S. National Guard
Los Alamitos, CA

There is no question that these 100 people are fitting role models, inspirations for more than 22 million other U.S. Hispanics. Certainly no group has ever been more illustrious.

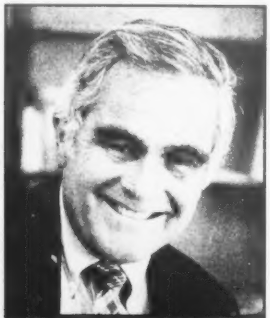
But we're already thinking about next year's listing, and for that we earnestly solicit your nominations. Readers can vote with a fax to (805) 687-4546 or letter, care of 1992 Influential Nominations, Hispanic Business, 360 South Hope Avenue, Santa Barbara, CA 93105.

AUGUST URIBE
Dir. Lat. Am. Art
Sotheby's
New York, NY

ELAINE CORONADO
President, Founder
Hispanics for Free Trade
Washington, DC



VICTOR VILLASEÑOR
Film Writer, Author
"Ballad of Gregorio Cortez"
Oceanside, CA



DAVID SANCHEZ
Ass. Dir. Math/Physics
Nat. Science Foundation
Washington, DC

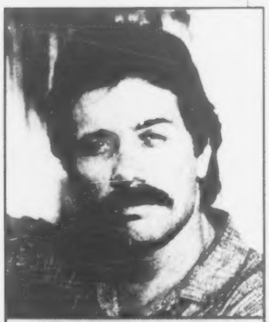
VIEWS... ON THE TOP ISSUES OF 1991*

	YES	NO
AFFIRMATIVE ACTION & QUOTAS		
Affirmative action and minority hiring goals and timetables have come under heavy fire during the Bush Administration. Do you believe Hispanics will receive proportionate representation in this decade without them?	24%	76%
Do you favor them?	69%	31%
Do you understand goals as being quotas?	22%	78%
Do you consider the President's recent nominee for the Supreme Court an "ideological" choice?	74%	26%
Do you approve of the nomination?	43%	34%
	23% Undecided	
Should there be a Hispanic Justice on the Supreme Court?	94%	6%
1992 ELECTIONS		
Do you intend to vote for George Bush?	38%	37%
	25% Undecided	
Would you if he had a Hispanic running mate?	53%	
Is there a Democratic hopeful you'd vote for?	19%	
Do you believe race and civil rights will be issues during President Bush's reelection campaign?	59%	17%
	24% Unsure	
POLITICAL ISSUES		
Should the Congressional Hispanic Caucus pursue common legislation to benefit all Hispanics?	98%	2%
Do you believe tax money should support private schools, as the Bush educational reform bill proposes?	37%	63%

*Percent is of number of Influentials answering question.

ELLEN OCHOA
Astronaut Candidate
NASA
Houston, TX

ALBERT BUSTAMANTE
Armed Services Committee
Member of Congress (D-TX)
Washington, DC



EDWARD JAMES OLMOS
Actor/Producer
Los Angeles, CA

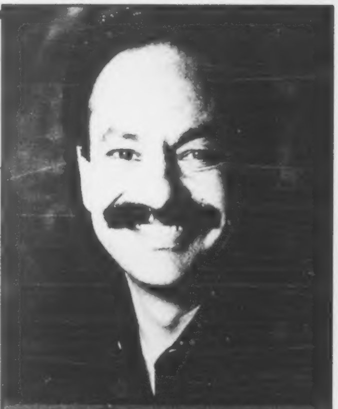
JORGE H. DIAZ
VP Engineering
B2 Div., Northrop Corp.
Pico Rivera, CA

MIGUEL MENDEZ
Professor of Law
Stanford Law School
Stanford, CA

"JELLYBEAN" BENITEZ
Record Producer
Jellybean Productions Inc.
New York, NY

ERNEST CAMACHO
Chair
LA County Trans. Board
Pasadena, CA

100 influentials



"CHEECH" MARIN
Actor/Director/Producer
One Bean Productions
Los Angeles, CA

DEMOGRAPHIC PROFILE TOTAL GROUP*

Place of Birth: 61% U.S. 39% Abroad

Age: 6% Under 30, 8% 30-39, 44% 40-49, 42% 50 and over

Gender: 77% Male, 23% Female

Political Affiliation: 35% Democrat, 49% Republican, 16% Other

Heritage: 45% Mexican / 11% Spanish, 23% Cuban / 6% South Am., 12% Puerto Rican / 3% Central Am.

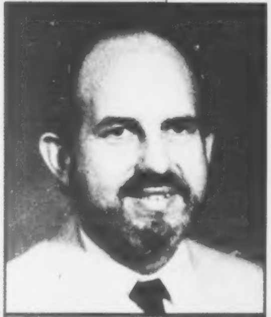
Education: 4% High school, 7% Some college, 21% College grad., 14% Some postgrad., 54% Postgrad. degree

Household Income: 4% Under $30,000, 2% $30,000-$49,000, 18% $50,000-$99,000, 76% Over $100,000

Language Preference	At Home	Business
	26% English	48% English
	66% Bilingual	50% Bilingual
	8% Spanish	2% Spanish

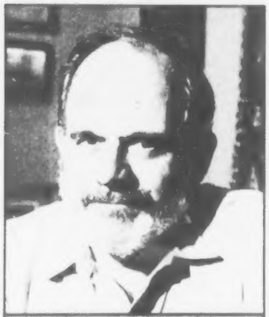
Geographic Region: 1% Northwest, 32% Northeast, 53% Southwest, 9% Southeast, 5% Midwest

*Percent is of number of Influentials answering question.



ERNESTO J. RODRIGUEZ
VP Network Operations
AT&T Network Systems
Middletown, NY

PEGGY M. VENTURA
Attorney, Member
Colo. Reapportionment Com.
Denver, CO



LLOYD ROGLER
Professor, Humanities
Fordham University
New York, NY

RAUL ALARCON JR.
President
Span. Broadcasting System
New York, NY

PABLO VALENZUELA
Sr. VP, Research
Chiron Corp. (Biotech)
Emeryville, CA

FRANK J. QUEVEDO
Chair
MALDEF
Fullerton, CA

HUMBERTO LUNA
Radio Personality
KTNQ/KLVE
Los Angeles, CA

DEMOGRAPHIC PROFILE MEXICAN AMERICANS*

Place of Birth:	85% U.S. 15% Abroad
Age:	9% Under 30 9% 30-39 36% 40-49 45% 50 and over
Gender:	73% Male 27% Female
Political Affiliation:	57% Democrat 32% Republican 11% Other
Education:	0% High school 11% Some college 14% College grad. 21% Some postgrad 54% Postgrad. degree
Household Income:	7% Under $30,000 4% $30,000-$49,000 21% $50,000-$99,000 68% Over $100,000

Language Preference:	**At Home**	**Business**
	27% English	48% English
	69% Bilingual	48% Bilingual
	4% Spanish	4% Spanish

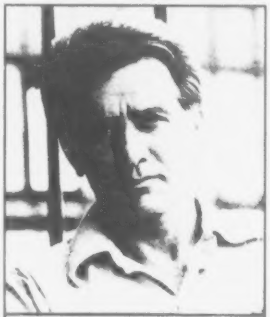
Geographic Region:	2% Northwest 18% Northeast 76% Southwest 2% Southeast 2% Midwest

*Percent is of number of Influentials answering question.

DEBORA DE HOYOS
Managing Partner
Mayer, Brown & Platt
Chicago, IL

J. EMILIO CARRILLO, M.D.
Board President
NYC Health & Hosp. Corp.
New York, NY

MIGUEL R. SAN JUAN
VP World Trade Div.
Grtr. Houston Partnership
Houston, TX



MARTIN SHEEN
Actor/Director
Hollywood, CA

AGUSTIN DE GOYTISOLO
Chair
Cuban American National
Council / Miami, FL

CRISANTO E. CAMPOS
VP Ops & Engineering
Union Carbide Ind. Gases
Tonawanda, NY

100 influentials

DEMOGRAPHIC PROFILE CUBAN AMERICANS*

Place of Birth:	13% U.S.	87% Abroad
Age:	6% Under 30	6% 30-39
	50% 40-49	38% 50 and over
Gender:	74% Male	26% Female
Political Affiliation:		6% Democrat
		81% Republican
		13% Other
Education:		6% High school
		6% Some college
		25% College grad.
		7% Some postgrad.
		56% Postgrad. degree
Household Income:		0% Under $30,000
		0% $30,000-$49,000
		13% $50,000-$99,000
		87% Over $100,000
Language	At Home	Business
Preference:	12% English	25% English
	69% Bilingual	75% Bilingual
	19% Spanish	0% Spanish
GeographicRegion:		0% Northwest
		35% Northeast
		30% Southwest
		35% Southeast
		0% Midwest

*Percent is of number of Influentials answering question.

JOSE ANGEL GUTIERREZ
Executive Director
Greater Texas Legal Found.
Dallas, TX

EDUARDO AGUIRRE JR.
Commissioner
Com. for Employment Policy
Houston, TX

CHARLIE SHEEN
Film and TV Actor
Hollywood, CA

MARIA ELENA DURAZO
President
Hotel/Rest. Empl. Union
Los Angeles, CA

RICARDO ASCH, M.D.
Director
Reproductive Health Center
U.C. Irvine / Irvine, CA

RAFAEL AGUAYO
Author, Consultant
Deming Mgmt. Methods
New York, NY

100 influentials

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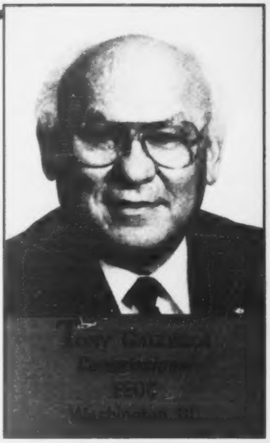
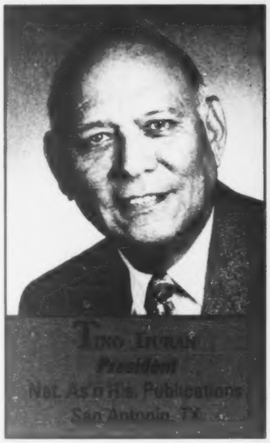
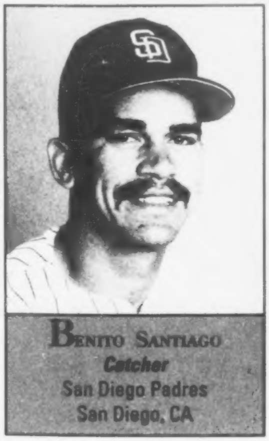


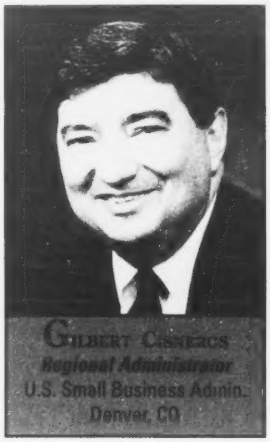
Tony Gallegos
Commissioner
EEOC
Washington, DC



Tino Duran
President
Nat. As'n H's. Publications
San Antonio, TX

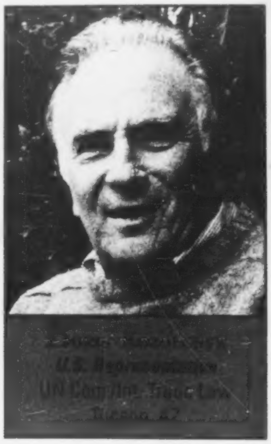


Benito Santiago
Catcher
San Diego Padres
San Diego, CA



Gilbert Cisneros
Regional Administrator
U.S. Small Business Admin.
Denver, CO

Margarita Roque
Executive Director
Cong. Hispanic Caucus
Washington, DC



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U.S. Representative
UN Com'n Int'l Trade Law
Tucson, AZ